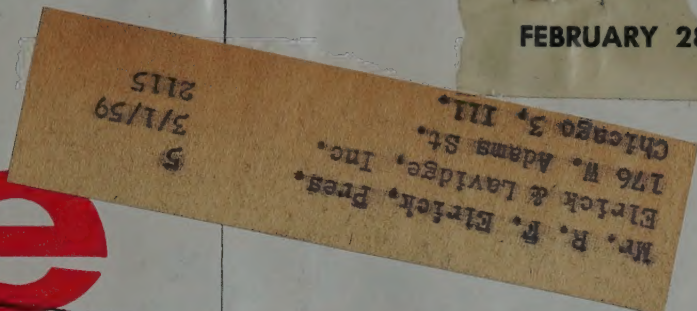
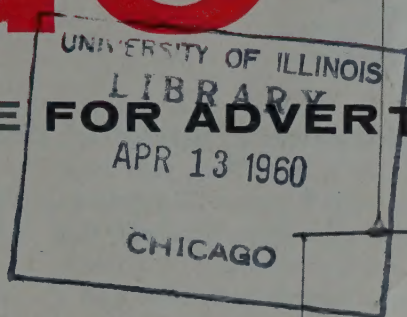


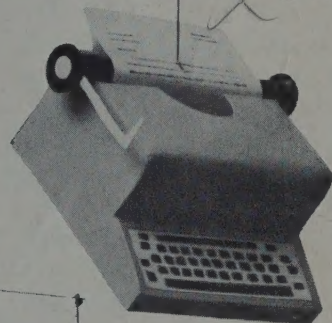
FEBRUARY 28, 1958

Tide

THE MAGAZINE FOR ADVERTISING EXECUTIVES



2080
27



- Hotpoint on the hot seat p. 21
- Look who's selling foreign cars! p. 25
- The search for ad executives p. 27
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- What happens when Allied Stores' executives read advertising? p. 35



Know how to grow grass?

According to the Chairman of the Greens committee, grass is either bent or crab. To the typical home owner, it may be a point of pride, problem, weekend chore or just outdoor decor. But to the farmer, grass is big business, and still the nation's Number One crop.

And grass, incidentally, is no longer green stuff grown for grazing, or leached-out hay that barely keeps cows alive through the winter. Today grass types are graded for nutrient values, and selected for soil type, climate and rainfall rate.

On some Midwest farms, as many as eight species are planted simultaneously, to yield a season-long grass crop with a high protein content, and rich in vitamins. Carefully clipped every two weeks and stored as silage, it encourages cows to put out high butter fat milk all year long.

Grass is also symbolic of the fantastic, continuous change in farming. Between 1940 and 1954, farms declined in number by almost one-quarter, but averaged 39% larger in size. With 3 million fewer workers, man hours were down one-third—but man output hourly almost doubled. Investment per worker increased nearly five times. *And cash farm income tripled!*

On fewer but larger farms, better farmers are producing more, earning more, and becoming better customers and making **SUCCESSFUL FARMING** a more influential medium, better marketplace.

SUCCESSFUL FARMING with 1,300,000 circulation, includes farmers responsible for about half the total corn, and nearly

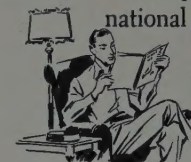
two-thirds of the hogs and pigs sold. Their average holding is 366 acres, 50% better than the national average. **SF** circulation is concentrated in the 44% minority that gets 91% of the national cash farm income.

SF farm subscribers for more than a decade have had average cash incomes from farming in excess of \$10,000 per year—represent a \$12 billion market, equal to a new national suburbia.

And because **SUCCESSFUL FARMING** for more than fifty years has helped farm families live better—planned their homes and kitchens, saved work, improved their

living standards, this magazine has the respect and confidence of its readers—assures a reception and response for your advertising unmatched by any medium!

To find better prospects, and to balance national advertising in a segment of the national market least affected by general media, you need **SUCCESSFUL FARMING**.



Any **SF** office can tell you more.

Meredith of Des Moines...America's biggest publisher of ideas for today's living and tomorrow's plans.



Motive & means—make markets!

Each 1,000 Successful Farming families

include 739 teen agers,

plus 820 kids under ten...

1,559 good reasons why

SF families are choice customers!

Kids eat, wear, use, and want more—

motivate plus purchases.

SF farmers have more means, too...

average farm cash income above \$10,000!

Balance national schedules with SF...

for unmatched influence,

and a rising sales curve.

Ask any SF office for details.

Successful Farming... Des Moines, New York, Chicago, Detroit,

Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles.



a Hearst magazine is his key to all outdoors!

This man's world of skyscrapers vanishes like a will o' the wisp at the crack of a gun... the screech when a big one makes his run. *This* is the life he lives for.

Can you, then, flag his attention? With the day's news? ...a good TV show? Of course. But to *hypnotize* him ...absorb his interest by the hour, it takes his favorite chair and the latest copy of *Sports Afield*.

Unlocking His Enthusiasm

Sports Afield earns his devotion...holds his loyalty ...fans his smoldering enthusiasms. It is a fine example of the insight of Hearst editors at work. They live out his special interests. The fishing editor lives in a trailer and travels with the fishing seasons. The hunting editor does the same, following the game. These are outdoor men—the reader's guides to pools in the wilderness, to happy hunting grounds.

Sports Afield is one of ten Hearst Key Magazines... each dedicated to the special interests of ten different

kinds of Americans. Each edited on a you-and-me basis...keyed to fashion and international society, homemaking, decoration, hobbies...

Key men—Key markets

In the publication field, Hearst representatives are key men—because each speaks for a magazine keyed to its readers and their special interest. These key men talk specifics, not generalities. They speak primarily of *interests* as the key to circulation.

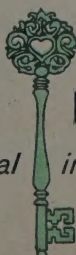
And Hearst markets are key markets—because they are based not alone on charts or figures, but on the personal, intense enthusiasms of particular consumer groups.

If you want to be “at home” with these people whose home is all outdoors—if you want to talk to them in their own language—let Hearst editorial insight be the key to their attention.



HEARST MAGAZINES

10 keys to the special interests of 10 groups of people



FAIRCHILD news

This month The Saturday Evening Post launched the biggest advertising campaign ever run by any publication in HOME FURNISHINGS DAILY. Called the "Saturday Evening Post Retail Merchandiser," advertisements are eight-page center-fold inserts in two colors, running 10 times in 1958. Campaign is aimed at dealers in major appliances, hardware-housewares, radio and television.

The complete Chicago bureau news staff and members of editorial and advertising departments from New York combined efforts to provide word and picture coverage of National Assn. of Retail Clothiers and Furnishers convention in Chicago Feb. 23-26 for DAILY NEWS RECORD and MEN'S WEAR Magazine.

Representing DAILY NEWS RECORD from New York were Harry Riemer, editor; Herbert Blueweiss, news staff; Emery Laskey, ad director; Leon Witten and Bertha Kaufman, ad staff. W. D. Williams, general manager of MEN'S WEAR, was accompanied by Walter Raymond, editor, and Shepherd Brandfon, ad staff.

Distribution of current issues of DAILY NEWS RECORD and MEN'S WEAR was supplemented by issuance of news bulletins three times daily for convenience of buyers.

Robert Joose has been named assistant circulation director of Fairchild Publications, Inc. Since 1953, Mr. Joose has been head of the List Research Division of Fairchild's Circulation Department.

Total distribution of 272,000 copies of Fairchild's 14 Blue Book Directories is planned for 1958, a gain of almost 100,000 over last year, according to Nathan R. Abelson, manager of Fairchild's Directory Division. This distribution, sworn to and guaranteed on SRDS forms, has been refined and increased to reach key buyers and merchandise managers in all top-rated retail stores in the country.

Samuel Deitch, Fairchild's circulation field sales manager, held a two-day sales meeting in New York recently for 37 members of subscription selling staff from east and midwest. Regional sales managers attending were Ted Levy (New York), Richard Caldwell (Dallas), William Coyle (Chicago). Guest speaker was Joseph Givner, general merchandise manager, Grand Union Co.

The Detroit bureau of Fairchild Publications moved early this month from 600 Michigan Bldg. to larger quarters at 728 Farwell Bldg., 1249 Griswold Street. Staff correspondents Stuart Hanger, Mary Jane Anderson and Jerry Hindes share a total of 20 years' experience with the bureau.

FAIRCHILD Publications, Inc.

7 East 12th St., New York, N. Y.

Publishers of

Daily News Record, Supermarket News, Women's Wear Daily, Electronic News, Home Furnishings Daily, Blue Book Directories, Men's Wear Magazine, Footwear News, Books.

LETTERS

Astonished

Sirs:

We are rather astonished to read in Tide of January 24, page 64, that the Smirnoff Vodka ad with the green horse is the "brainhorse of Batton, Barton, Durstine & Osborn, Smirnoff's advertising agency."

I am rather more surprised at Tide than at Howard Ketcham, but I am very concerned that Mr. Ketcham's book correct the story. Perhaps Tide should also make due correction.

For the advertising of Smirnoff Vodka has always been the creation of this advertising agency. Tide has told the story—has repeatedly reproduced Smirnoff advertisements crediting the agency quite correctly.

Just how Mr. Ketcham's mistake got into print is unimportant to everyone but us. For after all, this is not only a pocket-book matter—it has to do with our pride.

The photographer and our agency art director deserve a nod. The green horse was photographed by Bert Stern, and our v.-p. in charge of art is Hershel Bramson.

As for the details of Mr. Ketcham's account of the green horse, they are good enough although slightly more colored than the horse.

Milton Goodman, President

Lawrence C. Gumbinner

Advertising Agency

New York City

Both Mr. Ketcham and Tide are red-faced.—Ed.

Potent praise

Sirs:

Let me offer up a 12-pound bag of sweet-scented praise for the Tide chronicler who did the saucy spadework and trim writing on the brilliant Manure enterprise (Tide, Dec. 27, 1957).

This was a report both spritely and trenchant, one that made the weary mind perk up and smile, and that proved all over again that there's quite a load of creativeness still kicking around horseless, cowless Madison Avenue.

Bravo! to your man of wit and sensitivity, and also to that genius who, with faith untrammelled, knew that good ad copy would sell anything, even TM.

Norman Reader, President

Pozzy-Reader, Inc.

New York City

Affirmation

Sirs:

I heartily subscribe to the viewpoints of the chemists expressed in your recent article in Tide, entitled "Chemists—how they use industrial advertising" (Tide—Dec. 13, 1957).

I find that reading advertisements is the best possible way of keeping up with important new trends in the chemical and allied industries . . .

Frank J. Soday

The Chemstrand Corp.

Decatur (Ala.)

Tide

EDITORIAL, ADVERTISING &

CIRCULATION OFFICES

386 Fourth Ave., New York 16, N. Y.

LExington 2-1760



Publisher Hartley W. Barclay

Editor Morgan Browne

Managing Editor Alvin W. Outcalt

Asst. Managing Editor Kenneth Schwartz

Senior Editor Lawrence M. Hughes

Midwest Editor Elinor Richey

Associate Editors Philip K. March

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Judith Blumenfeld

Contributing Editors Dorothy Diamond

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Research Director Dr. Jay M. Gould

Consulting Economist Peter B. B. Andrews

Editorial Assistants Neil Derrick

Donald Mackey

Art Director Charles De Simone

Staff Cartoonist George W. Booth

Manager, Tide Advertising Leadership

Panel Florence Melody

Reader Service H. M. Howard

Photographer Lester Cole

Circulation Director R. E. Smallwood

Subscription Manager Howard Voss

SUBSCRIPTIONS:

U.S. and Canada: \$6.50 a year

Foreign: \$13.00

Advertising Sales
For offices and personnel see
Advertisers' Index.

Officers

President John W. Hartman

Chairman, Executive Committee. Philip Salisbury

Executive Vice-President . . . Frederick C. Kendall



Bill Bros. Publications: Fast Food,
Floor Covering Profits, Plastics
Technology, Premium Practices,
Rubber World, Sales Manage-
ment, Sales Meetings, Tires, Tide.

Sirs:

... I am favorably impressed with what Mr. Seldes has to say (The Immunity of Advertising, Tide, February 14). I believe that advertising in general and those of us who believe in its greatness must be realistic about its weaknesses. To date I feel that advertisers have been super-sensitive about criticism of their art.

Shortly after reading Vance Packard's Hidden Persuaders, I received Kleppner's

article in defense of advertisers and advertising. I reacted like the doctor did to Lady Macbeth, "Methinks the lady doth protest too much." I saw no need for Kleppner to deny Vance's reporting, in fact the power of advertising was made even more potent. This was also the reaction of students who read the book.

I think it's time advertisers got off the negative defensive and took the positive approach. In sales terminology—the "yes, but" method. Advertising does have bad practitioners, but let's look at the good values and strive to eliminate the bad. To deny its weaknesses by strong, emotionalized idealism only leaves the general public more convinced that advertising is somehow circumspect.

It may well be that believability in advertising messages depends on human frailties or weaknesses, humanly admitted but cordially accepted. Like Arthur Godfrey, we believe him because he is not unrealistic, and not above admitting that his product may not be perfect.

I suggest media like yours run more of these articles, not to defend advertising, but to get to know advertising, its weaknesses and its strong points so that the general public will then evaluate and react to advertising more unemotionally.

W. Bruce Weale
Professor of Marketing
& Retailing,
The Florida State University
Tallahassee

Sirs:

I should like to congratulate you in your efforts to make the advertising profession aware of certain of its shortcomings. Mr. Seldes has done an excellent job ... and I think a good deal of soul-searching will develop out of his analysis.

With our current recession problems, it is very timely to find such a series of articles being prepared. If our advertising has been misdirected, ill-received, and ineffective, there is no better time to alter the malpractices. Advertising can do a fine job in keeping up effective demand for the products of our industries and thus, helping to restore more prosperous conditions in our economy. Good advertising practices should be encouraged and inadequate methods pointed up ...

Stuart L. Mandell
Associate Professor of Marketing
Lowell Technological Institute
Lowell (Mass.)

Comment

Sirs:

... Having just finished reading the book "Hidden Persuaders," I was completely intrigued with Mr. [Gilbert] Seldes' approach to this very interesting subject (The Immunity of Advertising—Tide, Feb. 14). You are to be commended for running such a series of articles in your magazine, and I shall look forward to the rest of them.

If it is at all possible to get at least 25 copies of this article, I would greatly appreciate it.

Lawrence Webb
Managing Director
Station Representatives Assn.
New York City

STARCH 52nd CONSUMER
MAGAZINE REPORT REVEALS

BIG NEWS FOR CAR MANUFACTURERS AND THEIR AGENCIES

94.2% of all ELKS Magazine households surveyed own one or more automobiles.

What's more, 31.2% bought new cars in the last 12 months. The ELKS Magazine leads all others in this category.

Each 100 ELKS Magazine households own 128.5 automobiles—a classification in which The ELKS is exceeded by only one other magazine.

The median income of ELKS households is \$6,636. This explains why ELKS rate so high in car ownership and can buy new cars more frequently. Automobile manufacturers can reach this exceptional market of 1,204,117 ELKS through advertising in THE ELKS MAGAZINE.



Advertising Sales

Vice-President Sales Randy Brown, Jr.
Sales Manager Charles Stillman, Jr.
Western Advertising Director
..... C. E. Lovejoy, Jr.
Eastern Sales Manager John C. Jones, Jr.
Western Sales Manager Tom McDonough
Asst. to Sales Vice-President . Caroline Cioffi
Promotion Manager Philip L. Patterson
Production Manager Jacqueline Arkin

Division Sales Managers

New York

W. E. Dunsby, Wm. McClenaghan, Howard Terry, Robert Hicks, 386 Fourth Avenue, New York 16, N. Y. LExington 2-1760.

Chicago

W. J. Carmichael, John W. Pearce, Thomas S. Turner, 333 N. Michigan Avenue, Chicago 1, Ill. STate 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast

Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif. WOodland 2-3612.

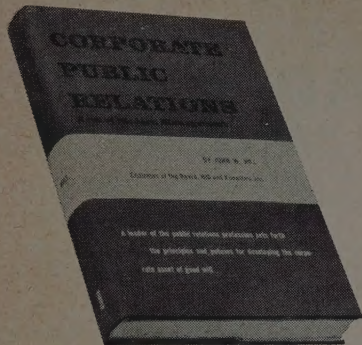
Tide

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"A most valuable contribution to a better understanding of this new profession"

—BENJAMIN F. FAIRLESS



CORPORATE PUBLIC RELATIONS

By John W. Hill

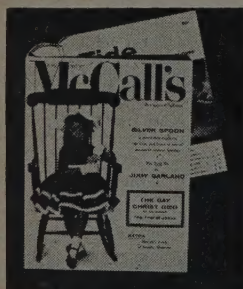
Chairman of the Board
Hill and Knowlton, Inc.

Mr. Hill draws upon a background of thirty years in the field to spell out the principles and methods that underlie sound public relations practice for the business corporation today. He points out that "no power in America can define value or calculate a profit without the consent of the people." How management should take account of this truth is the heart of the book.

"John Hill's book sheds much light and presents much sound advice . . . a first-class job." HAROLD BRAYMAN, Director, Public Relations, E. I. du Pont de Nemours & Company.

\$3.50

At your bookstore or from
HARPER & BROTHERS, N. Y. 16

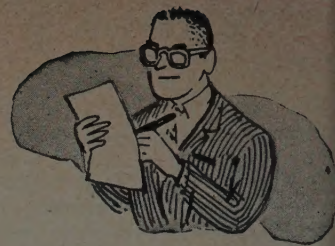


smart space buyer
used
4th Cover in

Tide

EBB & FLOW

by Mr. Billings



Things you'll want to watch for: Next month Random House will publish a novel called "Expense Account" about a sales promotion manager who lives royally off the swindle sheet. . . . It will probably be denied, but rumor persist that *another* automobile account is shaky. . . . A well-known marketing consultant has written a startling new book which is being kept hush-hush until its publication this spring. . . . A few Congressmen are vitally interested in subliminal projection, not for its advertising use here—but for use as a propaganda device overseas. . . . Whatever else happens as an outgrowth of the FCC investigation, you can expect to see much tighter Congressional control over the activities of key government agencies—specifically FCC and FTC. A few advertisers, counting on this, are already preparing campaigns which previously have been held back because of fear of severe FTC action.

★ ★ ★ ★

Detroit is beginning to regret ever ringing in the new year, for 1957 looks rough for the auto makers. Aside from all the conventional marketing thorns, such as dealer discontent and consumer parsimony, the auto men have to contend with public statements from the Mayor of New York, urging them to design more practical cars. The AAA has publicly asked Detroit to concentrate on designs that will help instead of complicate our nation's parking and safety problems. The other night *Elsa Maxwell* denounced U.S. auto designs as monstrosities, coast-to-coast on NBC's Paar Show. . . . You may be impressed with Maypo TV advertising as I am. If you are, you'll be surprised to learn that the Maltex Co. is rocking the cereal market on a budget of under half a million! . . . Maverick or no Maverick, *Jack Benny* seems to be Nielsen-proof. Luckies has just renewed Benny for the ninth season. In TV, brother, we call that immortality.

★ ★ ★ ★

Some of the more mature members of our fraternity were a bit appalled by this tidbit from Benton & Bowles. At the time of the vital scouting visit from Buick executives last month, B&B had all their employees wearing buttons bearing the legend, "Benton & Bowles Is Good for Buick." (And did all the Buick men wear buttons saying, "Chicken Inspector"?). . . . *PI* reports show that in 1957 *Business Week* became the first publication to top 6,000 advertising pages in a single year. . . . A Pittsburgh dentist claims to have developed a decay-preventing mouthwash. He has told the Chicago Dental Society that he has 10 years' research to support his claim. His secret: sodium fluoride, the stuff many communities have added to their drinking water for just this purpose. . . . What, if anything, do shoppers feel about the stores they patronize? Chi Trib's *Pierre Martineau* discusses the subject in article, "The Personality of the Retail Store" in current *Harvard Business Review*.

★ ★ ★ ★

The time has come to discuss what must seem an ominous development even to a sell-bent advertising man: indoor advertising. The newest medium in the New York area is called Cosmo Panels. These 7' by 10' posters will go up in apartment house lobbies. To date 1,500 buildings have been slated to carry these ads, at the rate of 16 posters per lobby. The landlord may not mind, but I wonder what harm this will do to the reputation of advertising among tenants. The next step will be ads that come with the apartment! . . . In case you haven't noticed, the new Babbitt management is Colgate-Palmolive all the way. C-P alumni include president *Marshall Lachner*, exec v.-p. *Mike Frawley*, marketing director *Jack Sugden*, and *Russ Thatcher*, administrative assistant to Lachner. . . . 16 pages of advertising will support Harper's Bazaar's big April issue tie-in with the movie version of "Marjorie Morningstar." . . . *SWT's Norman Strouse* putting in his 4th year as chairman of the Public Information Committee for New York's Red Cross effort.

★ ★ ★ ★

From the Rochester Telephone Corp. comes corroboration of the disquieting fact that a big rating is no indication of commercial effectiveness on TV. Survey shows that the phone call rate declines when a major TV show comes on the air—then jumps sky-high come commercial time. . . . Although the Erwin, Wasey agency never offered stock to their key executives

(Continued on page 8)

a girl's best friend is her *seventeen*



In the eyes of the world, today's teen-age girl is an independent, confident, poised young woman. But in her

own eyes she's sometimes far less assured. She admits—

to herself and her intimates—that she needs a slight assist. And she gets it

from SEVENTEEN—the one magazine devoted exclusively to helping the

Young Woman Under 20 fulfill her role in family, social and community life.

SEVENTEEN thinks like a girl, writes like a girl, has emotions like a girl. Thus, between SEVENTEEN

and its readers there exists a depth of understanding and mutual admiration that is unique.

Perhaps that is why no other advertising has the influence and

the impact of the messages appearing in SEVENTEEN.

QUALITY CIRCULATION

1,045,000 (Pub. Est., Dec., 1957)

73% Newstand Sales

No Reduced-rate Subscriptions

Where ABC's are a plus factor...

SEVENTEEN-AT-SCHOOL

Your educational materials go to 19,500 Home Economics teachers in this unique sister publication of SEVENTEEN. It adapts SEVENTEEN's editorial content into lesson plan form... carries your advertising—via SEVENTEEN—into the classrooms of 75% of the nation's high school Home Economics teachers.



it's easier to **START** a habit than to **STOP** one!

SEVENTEEN MAGAZINE, 488 Madison Avenue, N.Y. 22 PLaza 9-8100

It's 2 to 1..

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountains
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE

ONE THING IN COMMON—

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

FAST FOOD

magazine

386 FOURTH AVE.
NEW YORK 16, N. Y.



EBB & FLOW (Continued)

tives, *Dave Williams* has found it necessary to institute this practice at EWR&R. Williams now hopes that stock-participation will encourage executive loyalty to the firm. . . . From the South Pole comes support for admen's liking for alcoholic refreshment. Dr. *Howard C. Taylor*, one of 18 Navy scientists who lived through an Antarctic winter, learned this about booze: "... much of the unpleasantness of living in confinement with so few others disappears. Cliques vanish. Petty grievances melt away. It is a plow which turns over fresh soil for friendship to grow and buries old dirt." Agency life can be beautiful!

★ ★ ★ ★

WBOY-TV, new Clarksburg, W. Va., station, came up with an intelligent prize in a recent admen's contest. The winner was *Ray Jones*, of Young & Rubicam. The prize: a week's vacation at the Greenbrier Hotel in White Sulphur Springs, Va., where Jones and the missus can rest up and, at the same time, get to know the WBOY market. . . . I'm happy to be able to report that the Ad Council's campaign on behalf of Mental Health has been a great success. Booklet, "How to Deal With Your Tensions," has drawn close to half a million mail requests so far, not to mention much editorial interest among newspapers and stations. Top coup was Reader's Digest 3½-page condensation of the booklet in their November issue. Credit goes to campaign coordinator *A. H. Thiemann* of New York Life and the volunteer agency, EWR&R. . . . After several stanzas of Caesar and Coca, it is hard to believe that those abominable Helena Rubinstein blurbs are the product of Ogilvy, Benson & Mather!

★ ★ ★ ★

Name-Dropping New York: *Fred Apt* joins his fellow Pharmaceuticals, Inc., alumni at Parkson Agency, in role of media director. . . . *Martha Kai* becomes director of promotion & marketing at Hockaday after a seven-year stint as advertising head at Knoll furniture. . . . *Arthur Kron* moves up to presidency at Gotham-Vladimir. . . . *Dick Lockman*, 37-year-old Revlon account supervisor, named general manager at Emil Mogul.

★ ★ ★ ★

Next time you're in the New York area, grab a TV tuner and twist it to Channel 5, WABD, on a Friday night. Catch *Art Ford's* Greenwich Village Party. The WNEW disc jockey has managed to corral all the really terrific talents the big budgeters have been overlooking. . . . "The Saturday Evening Post Retail Merchandisers," that's the label on a series of 8-page center-fold inserts slated for Home Furnishings Daily. First entry appeared this month. . . . Florida, at least, doesn't mind taking a leaf from the advertising notebook in its search for more teachers. Superintendent of Schools *T. D. Bailey* has lined up four top cartoonists to create special recruitment material for distribution to school students throughout the state. Roster includes *Chic Young*, creator of "Blondie," and *Zack Mosley*, of "Smilin' Jack." . . . *Ed (Archie) Gardner*, recently a J. Walter Thompson copywriter and Ford salesman, heads up a group with plans to produce a movie comedy based on "The Hidden Persuaders."

★ ★ ★ ★

Western advertising men seem to be just as chauvinistic as all other westerners. They've just put out "The Movement West," a history of advertising's growth out yonder. . . . Time publisher *Jim Linen* has been elected chairman of the board of trustees of Adelphi College on Long Island. . . . Perhaps alerted by last year's Buick fight fiasco, co-sponsors Mennen and Miles are kicking in a grand a week to promote the ABC-TV network Wednesday night fights. Sports page press has been unkind and it's up to Communications Counselors to offset the effect. Weekly program tab comes to \$23,000, with extra bills for championship bouts.

★ ★ ★ ★

Actor-producer *Dick Powell* on agency screening of TV story material "In my opinion, the agency turned down the good stories and accepted the worst material. Somebody back on Madison Avenue thinks he's a genius. P.S.: Agencies for Alcoa-Goodyear Playhouse, produced by Powell's Four Star Films, are Young & Rubicam and Fuller & Smith & Ross—and F&S&J has its offices on Park Avenue.

★ ★ ★ ★

You Took the Words Right Out of My Mouth:
"The codfish lays ten thousand eggs,
The homely hen but one.
The codfish never cackles
To tell you what she's done.
And so we scorn the codfish,
While the humble hen we prize,
Which only goes to show you
That it pays to advertise."—Anonymous.

YOUNG & RUBICAM, ^{INC.}

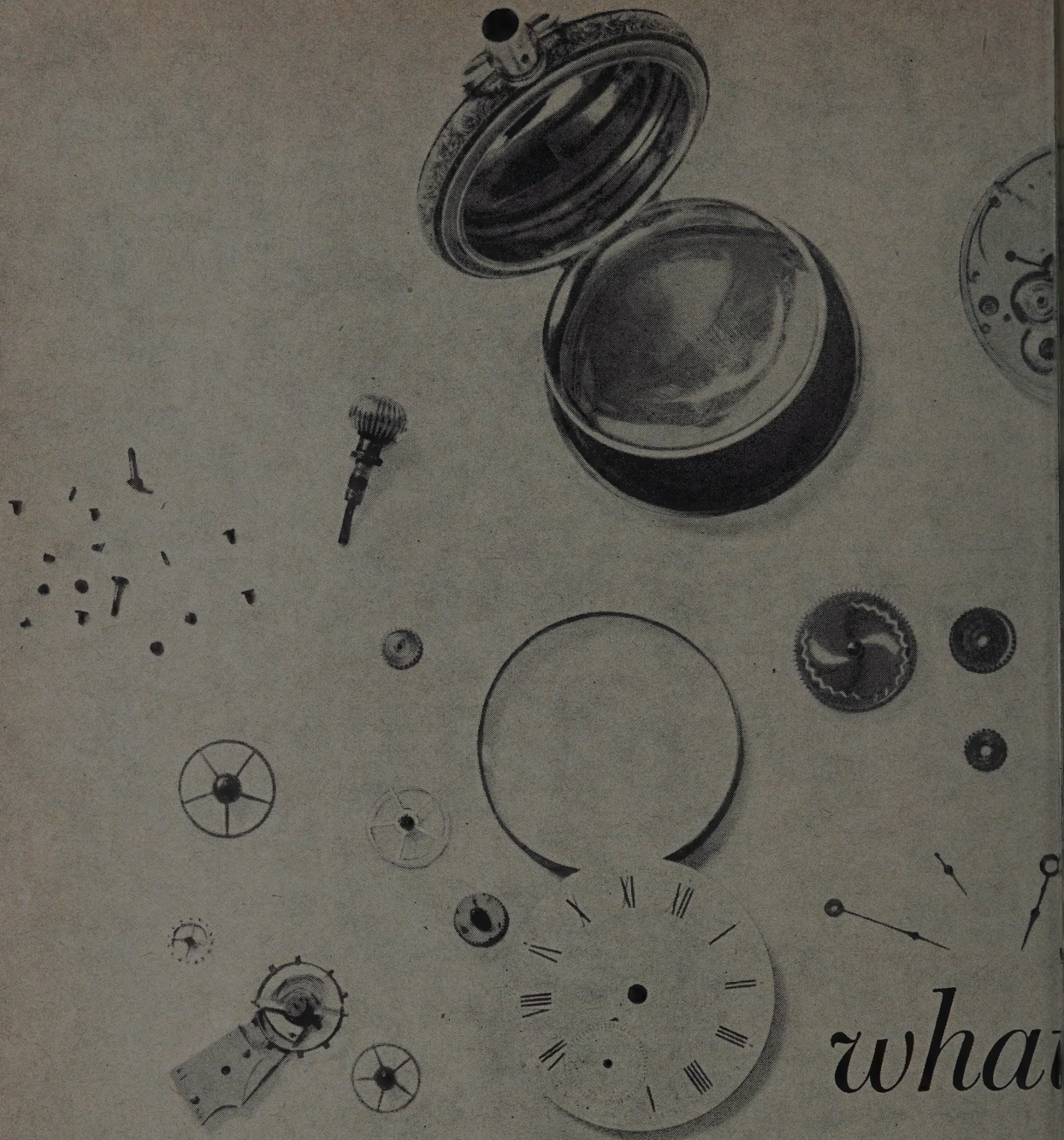
Advertising

NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES • HOLLYWOOD • MONTREAL • TORONTO
LONDON • MEXICO CITY • FRANKFURT • SAN JUAN • CARACAS

In some advertising, the selling message
ends with a period.

In other advertising, the selling message
ends with a sale.

In either event, it costs the advertiser just
as much to run a poor ad—as it does to
run a good one.



In order to shed light on the intricate workings of the Spot timebuying function, NBC Spot Sales has just established a nation-wide agency **TIMEBUYER OPINION PANEL**.

Today the timebuyer is an important member of the agency marketing team, charged with the responsibility of wisely investing ever-increasing budgets in Spot Radio and Television.

What factors contribute to the buying decision? How does the timebuyer, for example, regard station merchandising... the I.D.... package plans... the averaging of two rating services... nighttime radio... cost-per-thousand cut-off points... station and personality prestige?

The **TIMEBUYER OPINION PANEL** is intended to serve as a medium of expression for time-

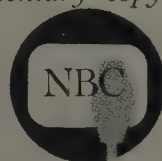


makes timebuying tick?

ers, and to provide a sounding board for their buying theories and practices. We believe each report will provide valuable information for the buyer and those who work with him.

ponse to the first questionnaire . . . "On the Use of Ratings" . . . was extremely gratifying. Hundreds of replies have been received, from large and small agencies across the country.

le report, including highly revealing comments on the problem of ratings, will be mailed to el members shortly. *If you would like to have a complimentary copy, just write today to C Spot Sales, 30 Rockefeller Plaza, New York 20, New York.*

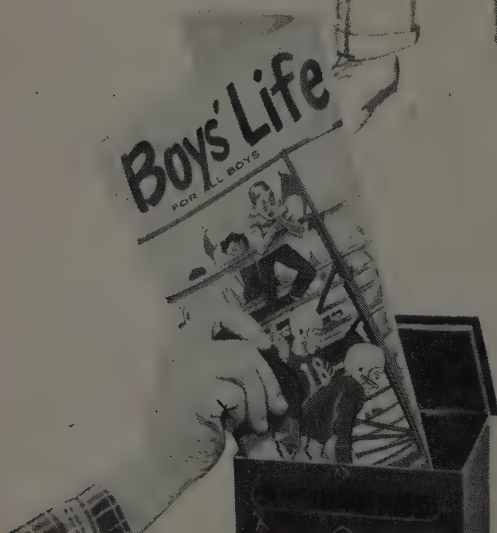


SPOT SALES



The new generation means Business..

The new generation means NEW Business!



A whole generation of retail store dealers can attest to it. With a hefty \$9 billion in savings and spending power, youth today controls $\frac{1}{3}$ of the nation's income. *Sporting goods stores* alone estimate a 5% sales boost for 1958 and attribute it largely to the growing youth market*. Sure the market is big, but the thing to remember is, as it grows, so grows BOYS' LIFE. And BOYS' LIFE is the number one youth publication... the biggest boy magazine in the history of publishing.

*National Sporting Goods Association

1,700,000 net paid
pub. est.

The Magazine That Reaches the NEW GENERATION • Published by the Boy Scouts of America

ADVERTISING FORECAST

Advertising and the recession:

What will happen to advertising if the business upturn predicted by President Eisenhower doesn't materialize? What changes in marketing strategy will develop if the recession continues through 1959? Here's the outlook:

Most advertisers will follow the time-honored tradition of cutting back the ad budget when sales slump. The majority of companies use the "advertising-as-a-percentage-of-sales" system for figuring budgets. If sales continue to skid, watch many companies pare their ad budgets. Many have already done so.

Advertisers will also start thinking in terms of the "most economical" medium. For many companies, this means less money for TV, more for newspapers and radio. Media will be asked more & more for evidence of sales productiveness. Advertisers will begin shifting more money from national to local advertising. The idea will be to funnel the ad money into the "soft" markets, the areas where sales are way down.

National advertising will also change in tone. The institutional ads will be few and far between. Hard sell will be the rule. Advertisers won't be looking just for more showroom traffic. They want buyers, not shoppers.

Pricing will take on a new importance. Both local and national ads will highlight prices. Many auto makers are already stressing low monthly payments. Other industries will follow, will emphasize specific prices, not generalities.

Watch for more bargain sales, more clearances. Inventories are mounting, must be cut down. Too many plants are closed. To get them open, warehouses must be cleared. Advertisers will launch national "sales" to start the ball rolling.

Advertisers will also begin serious revamping of their distribution. The low-volume dealers will be cut loose. The idea will be to give a good dealer a reasonable market area, a chance to sell without competitive dealers selling the same product only a block away.

You'll see a flood of dealer aids, in some cases at the expense of national advertising. There'll be more dealer sales contests, more in-store promotion, more point-of-sale more co-op advertising. But the co-op won't be the same. It won't be used to buy shelf space any more. It will be given only to dealers who use it effectively.

Finally, advertisers will turn to research as never before. In the lush postwar years, there was no need to pinpoint markets. The eager buyers were there, ready with the cash.

Now advertisers are realizing today's consumer is a new breed. He has new wants, and he needs good reasons to buy. He still has the money. He just isn't squandering it any more. For more on today's changing consumer, see next issue.

Summed up: advertisers will find—as the recession gets deeper—that the real job is simply one of persuasion. In short, find out who your customer is, where he is, how to reach him most effectively and efficiently, sell him both before and after he gets into the store, and then get his signature on the line.

New products coming up:

Procter & Gamble and Gillette are both introducing home permanents that don't require separate waving lotion. Lotion is built into specially treated end papers, needs only the addition of tap water to start curling action. P&G's Pace went into national distribution late last month. Advertising (via Leo Burnett Co.) includes TV spots, commercials on P&G's network shows, ads in national magazines and Sunday supplements. Gillette's Self is slated to go national early in March, will be advertised in newspapers, supplements, consumer magazines and network TV (via North Advertising).

General Mills is adding a new cereal to its Betty Crocker line. Called Protein Plus, it's an oat product with wheat germ added to bring up the protein content. In test markets (Seattle, Los Angeles, Milwaukee) since mid-January, advertising via Knox Reeves, Minneapolis, includes newspapers and spot TV. National distribution will be announced shortly.

The coming battle in dentifrices:

The dentifrice industry is girding itself for a new marketing battle. What's behind it this time? Toothpastes in aerosol cans. Here's the rundown on who's doing what.

Colgate seems to have a head start. Its aerosol toothpaste is already in national distribution. Advertising's still limited to test-market areas (Easton, Pa.; Phillipsburg, N.J.; Roanoke, Va.) Look for national campaign (via Ted Bates & Co.) to break soon.

Was Procter & Gamble caught napping? Early this month it put an aerosol version of Gleem into test markets (same as Colgate's—Easton and Phillipsburg).

But P&G did no advertising. Then, a few days later, Colgate announced its aerosol was going national. Why didn't P&G immediately follow suit? Apparently it didn't have enough aerosol Gleem on hand to permit the national plunge. But it will soon.

Some companies aren't talking, but it's a good bet they're developing aerosol toothpastes too. Bristol-Myers won't admit it has an aerosol. Indications are that it will soon. Reason: Ipana Plus, first toothpaste in a squeeze bottle, started off fast, now is reportedly plagued by complaints. The bottle tends to clog. If enough complaints come in (and repeat sales lag), Ipana Plus may reappear in an aerosol can.

What about Lever Bros.? It brought out Stripe with a big splash, insists it's more interested in boosting Stripe to a big market share than launching a new aerosol. But like its competitors, Lever is testing aerosols in its labs just in case.

Smaller companies aren't sitting back. Carter Product's aerosol Snow White—its first dentifrice of any kind—is being test marketed in Binghamton (N.Y.). Advertising, via Sullivan, Stauffer, Colwell & Bayles, includes TV spots, newspaper ads. Snow White will probably go into national markets soon. It'll be slipped in quietly. Rexall's private label aerosol dentifrice is already in national distribution, with shipments going to company's 10,000 drugstores. Watch for imminent national distribution.

The big questions are: will aerosol containers work? Will druggists have enough space to display them? Some are already complaining.

Where's Al?

No, that's not Al—that's Tom. Al's lost in his job—deep in a rut.... Tom's the fellow to watch. He's on his way UP. Got tired of griping, hoping, waiting for the big break. He acted, became one of this year's crop of I.C.S. students! . . . International Correspondence Schools advertising is designed to hunt out the Toms and Als. To offer them a chance for a better future.... Since 1896 more than six and a half million people have enrolled with I.C.S. after first answering an advertisement. We are proud to have co-operated with I.C.S. in one of the most successful coupon campaigns of all times.



Be dashing! Debonair! The pride of the Advertising World! Win the mo

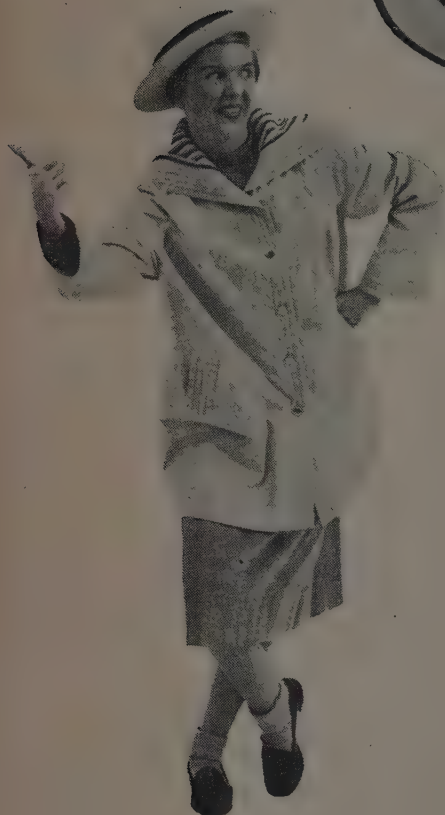
GUESS THE AVERAGE WEEKLY

The Saturday Evening
POST

BONU



AWARD WINNER! Shown above are two of the awards our Stutz — 1st Prize in the Post Bonus Circulation Contest — has won in national competition. These medallions are on the dash.



FIRST PRIZE!

Raccoon coat with matching yellow-and-black Stutz!

50 SECOND PRIZES!

(One for each 10,000 of the Post's estimated half-million bonus circulation.) A sports-car coat without matching Stutz!

560 THIRD PRIZES!

(One for each 10,000 of the Post's new circulation rate base of 5,600,000.) A rakish devil-may-care straw boater!

Arise, advertising Influentials! (We mean you if you work in an agency, or in the advertising or sales department of any national advertiser!) Turn to the things you can really count on — the abacus, Univac, your fingers and toes—and calculate (guess!) the average weekly bonus that The Saturday Evening Post will deliver during the first quarter of 1958. How else can you win the classic, offbeat prizes catalogued at left — and the fame and fortune that go with them?

Now, some facts about the Post Bonus: Voluble — yea, raucous! — demand for the Post has rocketed circulation past the 5,600,000 mark! This will be the new circulation rate base, effective in July. Until then, however, we expect to deliver an average

weekly bonus of approximately half a million copies over the present circulation rate base of 5,200,000.

All set? Guess the average weekly Post Bonus! Take our estimate of 500,000 bonus copies. Dust off your crystal ball. Sharpen your wits — and your pencil. Start figuring. Run your answer through the hopper. Up the flagpole. And there you are. (Hint: Do remember the figure of approximately 500,000 bonus copies. A thoughtless guess of sixty copies would be sheer folly.) Also, while we've got your attention, tell us the one word you associate with the Post. Send your entries to the address listed at right under **RULES OF THE CONTEST!** Hurry, read them now! Not a moment to lose.

sophisticated prizes of this or any year!

CIRCULATION DURING THE FIRST QUARTER OF 1958!



RULES OF THE CONTEST

1. Use the coupon at right. Or a POST card (the caps are ours). Guess the average weekly Post bonus for the first quarter of 1958. Then, write down the one word you associate with the Post. Include your name, your firm name, your address.

2. Only advertising **INFLUENTIALS** (defined heretofore) may enter this contest. Send in as many separate entries as you wish.

3. Employees of the Post, its advertising agency and their families may enter the contest. They may enter, but they won't win.

4. All entries become the property of the Post, its assigns, heirs and such.

5. In case of a tie, entrants concerned will have to finish the sentence "I need a Stutz because . . ." in 25 words or less (or more). Duplicate prizes? We had a terrible time finding even one Stutz!

6. Entries must be received no later than March 31, this year. Mail yours to: POST BONUS CONTEST, Box 24-E, The R. H. Donnelley Corp., Mt. Vernon 10, N. Y.

7. The winner? The guy or gal who guesses closest to the average weekly circulation bonus for the first quarter of 1958. The bonus figure will be determined by the official Publisher's Interim Statement to ABC for the period January 1 to March 31, 1958.

To: **Saturday Evening Post Bonus Contest**
Box 24-E, The R. H. Donnelley Corp.
Mt. Vernon 10, N. Y.



Here are my Influential answers to your Post Circulation Bonus Contest.

Throughout the first quarter of 1958, I believe the Post will deliver an average weekly bonus of

The one word that springs to my mind when I think of The Saturday Evening Post is

Estimated Bonus

Post Word

Name _____

Position _____ Coat Size _____ Hat Size _____

Company _____

Street _____

City _____ State _____



All aboard for Never-Never Land

Peter Pan was there.

And so were 50,000 starry-eyed boys and girls and grownups. For the fifth year the Miracle of Books Fair sponsored by the Children's Book Council, the Museum of Science and Industry, and the Chicago Tribune drew capacity attendance.

Enchanted youngsters thrilled over meeting favorite authors and illustrators. Bashfully shook hands with costumed storybook characters. And lost themselves in the colorful displays of some 3,000 children's books.

Small wonder that Chicagoans grow up knowing and getting excited about the Tribune. In Chicago and suburbs more families read the Tribune than read the top 7 national magazines combined. More than 6 times

as many Chicagoans turn its pages as turn on the average evening TV show. And the Tribune was the *only* Chicago newspaper to show a gain in total daily newspaper paid circulation during the six months ending September 30, 1957, over the same period in 1956.

One Tribune page ad brought over 5,000 customers flocking to Kroch's & Brentano's new book store on opening day. And a Tribune Magazine page featuring children's clothes produced record sales and rave testimonials for Celanese Corporation.

Advertisers invested more of their 1957 advertising dollars in the Tribune than in all other Chicago newspapers combined. The Tribune gets best results. Why not put it to work for you, too?

THE TRIBUNE CAN DO ALMOST ANYTHING IN CHICAGO

TIDINGS



Peace

It took quite a while for the Buick account to find a new home. One man who was happy to see it land was Dick Rattazzi, proprietor of Manhattan's Rattazzi's restaurant.

It isn't that Rattazzi has any interest in Buick or any of the agencies which are being considered. It's just that his restaurant is a gathering place for gencyemen: they come in, says Rattazzi, and have a couple of cocktails and leisurely lunch. But when the Buick account was up in the air, the boys from Young & Rubicam, Cunningham Walsh and Benton & Bowles were crashing in, skipping the drinks, gulping down a fast lunch, and scurrying back to the office to see if they'd landed the Buick account. If Buick had taken much longer, says Rattazzi, it might have ruined his luncheon business completely.

Second childhood

The other day we ran across a copy of a new magazine, '58 for Young New Yorkers. We soon became engrossed in the fiction and some pretty sophisticated articles on rockets and atomic energy. Then, with a bit of shock, we discovered they'd been written for children. Before long we were sitting in the plush Manhattan town house of Walter Strong Tobias, publisher and editor of the publishing industry's newest magazine.

Mrs. Tobias served us a Scotch and soda and assured us we weren't on the brink of a second childhood. Although '58 for Young New Yorkers is aimed at eight to 14 year olds, it's read by almost as many parents and teachers. As for its intelligent, surprisingly adult tone, Mrs. Tobias explained that she

makes it a point of not talking down to the children—who, incidentally, are always referred to as "readers" or "future adults," but never as children.

We learned that '58 for Young New Yorkers is a commemorative to Mrs. Tobias' father, Walter Ansel Strong, once publisher of the Chicago Daily News and an advocate of "good reading for young Americans." Mrs. Tobias said the purpose of her magazine is to expose children to the arts and sciences long before they reach high school age when "often it is too late."

Along with classical fiction—excerpts from Homer, Poe and Dickens, original poetry, interviews with well-known adult personalities (Leonard Bernstein, Maria Tallchief), book reviews, a summary of world events and a sprinkling of jokes, '58 for Young New Yorkers abounds with scientific information, dramatized and so clearly stated that even we understand it. This is the age of scientific development, said Mrs. Tobias, and now is the time to reach the scientists of tomorrow.

So far the operation has been a labor of love. The magazines are distributed gratis through schools (only those in the "better economic and social" neighborhoods) and through lists built up on requests from children. The first three issues carried no advertising, but negotiations with advertisers are currently going on.

As we left Mrs. Tobias, she asked if we would like a subscription to '58 for Young New Yorkers. We accepted, not because we have any children but because we like to keep up on science as well as the next guy.

Big yarn

We once knew a publicity girl whose weight changed as frequently as her mind. Her husband threatened to have the whole thing annulled because the bills for new wardrobes were beginning

to stir up his ulcers. Now, however, a Philadelphia company, Textured Yarn, is experimenting with a synthetic fiber that could solve the problem and also shoot holes in the maternity garment industry.

The fabric is called Tycora, and it's being made into dresses which look like a lightweight wool jersey. Yarn elasticity is built in and heat set, so that the garment's contours stay put even if the girl underneath doesn't.

We wish Textured Yarn all the luck in the world, but frankly we're a little skeptical about some of these new-



fangled fabrics. One of our female associates, who for obvious reasons would prefer to remain anonymous, bought a knitted dress described by the salesgirl as "a revolutionary, machine-made creation with the nubby, handworked look of a grandma's afghans." The dress was an immediate social success, until one day one of the revolutionary nubs caught on the edge of a jewelry display on the main floor of a crowded Manhattan department store. Our friend walked about 200 feet before a Boy Scout with a white carnation tapped her on the shoulder and whispered, "Miss, I think you're unraveling."

Shuffle

A heavy-set, rather jovial public relations man dropped around the other day to see us about subliminal projection. He represented, he said, Precon Process & Equipment Corp., of New Orleans, a company that makes and leases the equipment for projecting subliminally.

Our PR man told us that Precon is the first firm to get into the subliminal

area (it started in the early 1950's using subliminal to penetrate schizophrenic barriers), that Precon never heard of James Vicary, that Precon patent applications pre-date any others, and that two local TV stations (in Los Angeles and New York) will soon be using Precon equipment to broadcast subliminally.

With this advance briefing, we were invited to attend a meeting at which subliminal projection would be described and explained. We were invited to bring the staff to the Commodore Hotel where two Precon executives would have their equipment set up. We accepted, and this set off a chain of events that borders on the hilarious.

First, we arrived at the Commodore only to find no trace of Precon; the meeting had been moved to the Pierre without advance warning. So we taxied over to the Pierre, where upon entering Suite 1419 we found three men: Professor Hal C. Becker, an electronics engineer and physicist, who (with a Dr. Robert E. Corrigan had invented the Precon process); A. Brown Moore, a new Orleans lawyer and president of Precon; and a third man who was apparently there just for kicks.

The reception was unusual. Becker was dressed in a T shirt and slacks, and upon seeing our female writer retired to the bedroom to dress. Moore invited us in and informed us sadly that the equipment didn't work because it had been dropped and damaged in transit.



When Becker returned, he gave us a highly technical (and remotely understandable) description of how Precon equipment works—when it works. Between Becker tinkering with the equipment, Moore answering a constantly ringing telephone, and a TV set which showed the Gary Moore Show without sound, it was an interesting half hour.

After conceding that it might be a couple of hours before he could get his equipment working, Becker turned us over to Moore who told us that Los Angeles' KTLA would soon start sending out subliminal public service messages but would wait for an FCC go-ahead before launching any commercial efforts. He pointed out that no one can really object to subliminal projection with Precon equipment, since Precon requires a station to throw a small visible dot on the screen whenever a subliminal message is being projected. When we asked Moore about moral

and ethical objections to subliminal, he answered this way: "Look," he said, "either it works or it doesn't. If it doesn't work, it's a fraud, and nobody can be hurt. If it works, then we have discovered a totally new communications system, a new way of reaching people." From this point on, Moore proceeded to duck questions about the financiers behind Precon, the amount of financing involved, and Precon's expansion plans.

We left, finally, with an invitation to return when (and supposedly, if) the Precon equipment was working again. We didn't go back (even though the PR man dropped in to invite us again), because we refuse to have our opinions swayed by facts. We can only repeat the stand we took sometime back. We don't believe subliminal projection works, and even if it does, it's unethical, immoral and probably fattening as well.

Double indemnity

After a harrowing experience at the supermarket the other day, what with toppling cans and reckless lady cart pushers, we applauded an announcement that Purchaser's Insurance Plan Stamps of St. Louis is offering the shopper \$200 worth of one-year term life insurance for each \$200 he spends on a varied list of items.

P-I-P operates like most trading stamp deals. The customer, if he makes it as far as the cash register, gets a dollar's worth of special stamps for each dollar of purchases in co-operating stores. When the stamp book is filled, it's mailed to the Old Republic Life Insurance Co. in Chicago. The policies run for one year from the date of issue, with the amount held by a person limited to \$3,000 at any one time. As the individual policies expire they can be replaced by 200 additional stamps.

P-I-P plans to introduce its program in Missouri this spring and wants eventually to go nationally. We hope they hurry, because we heard just recently of a man who suffered a minor heart attack after the supermarket clerk tallied up his bill.

Pizza party

A few weeks ago we sent one of our young, bright-eyed editors over to Manhattan's Hotel Ambassador to do a Tide cocktail party index study of a party given to announce the merger of two Italian airlines, Alitalia and LAI.

When he arrived he discovered one of the celebrities on hand was Marisa Allasio, an Italian actress in the Gina Lollobrigida tradition—meaning she was beautiful and exceptionally well endowed by nature. Before our man could

catch his breath, a photographer shoved him to Miss Allasio's side, pushed them close together and snapped a picture.

He returned to the office seven hours later, eyes glazed without having had a single drink. We're sorry to



port he was unable to complete his assigned cocktail party index, but when he feels a little better we'll give him another chance.

A doctor speaks

Esquire magazine recently threw an all-birds-with-one-stone luncheon to announce its 25th anniversary, identifying itself as an outstanding advertising vehicle for liquor, and identifying itself with forward thinking. This latter point was handled in the keynote speech by the redoubtable Dr. Dichter, the world's most voluble spokesman for motivational research.

The results of Dichter's recent investigation of the drinking complex revealed, he said, a need for a revolution in liquor advertising. In particular, the "pseudo-devilish" approach was explored, and the good doctor went on to point out that what is really needed is the advertising of liquor in homey settings, settings that accent security rather than an escape from reality.

After his talk, Dichter was busily answering questions at the podium. One astute-looking gentleman challenged that liquor ads today actually are already in the direction Dr. Dichter was pointing. To back himself up, Dichter took out a stack of liquor test sheets, all suspiciously the size of a quire's page. For at least five minutes Dichter leafed through them, finding nothing but homey examples. After a good deal of mumbling, Dr. Dichter smiled wanly, and kept looking; the inquisitor finally got bored and left. After he went out the door, the good doctor smiled brightly and asked, "no question?"

Bombs away

A friend of ours ordered an adding machine from Remington Rand some time ago and the other day the gleaming new gadget arrived—with a bearing the following information:

"To be removed after bomb has been placed in dropping gear and arm wire inserted. If bomb is not dropped, replace pin before removing arm wire."

General Electric Co., long a leader in decentralized marketing, is radically reversing its field, returning to tighter central control of advertising, sales & distribution within its two major appliance divisions, GE and Hotpoint.

The most sweeping reversal is at Hotpoint, where, under decentralization, coordination was lost, communication lines were snarled and product departments often worked at cross-purposes. Here's why this switch back to centralization puts . . .

HOTPOINT ON THE HOT SEAT

In an era when production is the American economic achievement and marketing the economic challenge, one of the crucial questions facing all advertising executives is what is the most efficient, economic marketing organization to produce sales and profits? Should the conventional, centralized management of advertising & sales functions be decentralized along production lines to get quick marketing decisions? Or should you maintain the conventional structure with one man coordinating advertising, sales & distribution? And if neither work in the extreme, is there happy medium between the two?

Certainly no one has puzzled more (done more) about these important questions than mighty General Electric Co., whose position as the nation's largest national advertiser* gives innovations in advertising management significant implications.

Even years ago, following the pattern set by General Motors and Procter & Gamble, GE set out on a decen-

tralization binge aimed, in the words of president Ralph J. Cordiner, at allowing each department (GE's 22 divisions have nearly 100 independent departments) to engage in a business that is simple enough for "one man to get his arms around." The GE major appliance division, which once turned out appliances in plants in six different states, was consolidated in sprawling Appliance Park outside Louisville (Ky.) where each product group (from refrigerators to washers to dryers) was housed in its own special manufacturing plant, with its own complete staff of administrative, technical and sales people.

Similarly, two years ago, GE's other major appliance division, Hotpoint, tore up its old centralized management plan and set up each product department to operate like a separate company, with each general manager functioning like a company president reporting to president and general manager John Sharp (Tide—Feb. 25, 1956).

Hotpoint's shift to four consumer product departments meant each had marketing & merchandising sections

autonomously responsible for thinking up new products in its line, directing its own advertising & merchandising programs, product publicity and keeping an eye on its own special markets and key accounts.

► Today, however, after a few short years with this kind of organization, GE as a company (and these two major appliance divisions in particular) is in the midst of a radical reversal of this decentralized marketing approach, a metamorphosis which has vast implications for all advertising executives.

After suffering last year from a 6% sales drop in its own appliance sales (while the industry slumped anywhere from 6% to 15%), facing the unrelenting competition of a new appliance giant with a \$21,000,000 national ad budget (Whirlpool-Seeger Corp., which through RCA dealers has the industry's most powerful distribution arm), and caught in the growing battle to woo efficient dealers, GE's latest goal is centraliza-

*Behind General Motors, Procter & Gamble, Ford and General Foods. GE spends roughly \$74,000,000 a year through 20 advertising agencies.

tion of marketing—or, as it likes to call the move, “integration.”

One big hint that GE was pulling back to tighter central control came last September, when it radically reshuffled its top management structure with one executive vice-president under Cordiner rather than dividing operation of the company among the vice-presidents of four major operating groups.*

➤ But the biggest (and immediately significant) marketing news for advertising executives came last month when both

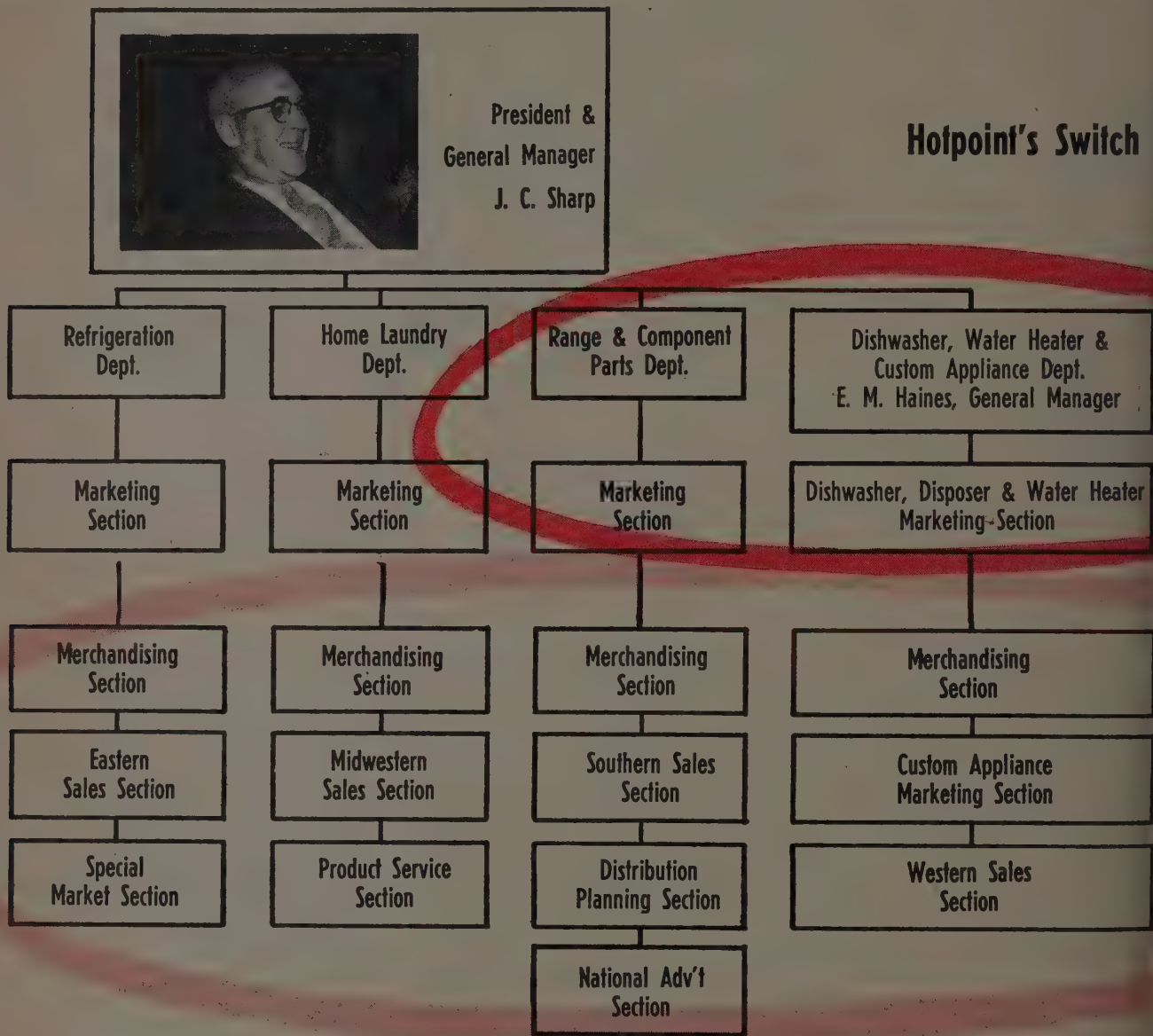
the GE and Hotpoint divisions named single executives in charge of sales and

*The company had been operated with four vice-presidents, one for each of its major operating groups—apparatus; consumer products; electronic, atomic & defense systems; and industrial components & materials. This setup was established by Cordiner shortly after he took office in December, 1950. In the new alignment, there is one executive vice-president—Robert Paxton, formerly executive vice-president, apparatus group, and considered possible heir to Cordiner. The four-area breakdown continues, but now the men in charge will be known as group vice-presidents, and all will report to Paxton instead of directly to Cordiner. Sametime, Roy W. Johnson, then executive vice-president of consumer products and the senior of the four executive-vice-presidents, was made a vice-president and became a consultant to his successor, James H. Goss. Johnson has since been named U.S. missile czar, was reportedly removed from the GE executive vice-presidency partly because of GE's poor sales showing in appliances.

distribution for their full lines of major appliances, and TV with major responsibility for advertising sales and distribution shifted off the backs of individual product department managers. The goal: direct, centralized supervision of two powerful yet separate distribution arms (GE and Hotpoint) in the same market at the same time. Eventually, in each marketing area, there will be a single distributor for GE major appliances and TV sets and another for Hotpoint appliances and TV sets. With this simplified pattern, the next natural step is toward

Hotpoint's Switch

President &
General Manager
J. C. Sharp



The chart above shows the two major steps in Hotpoint's marketing reorganization.

Step 1: Hotpoint combined its range department and dishwasher, water heater & Custom appliance department, thus reducing the number of consumer product departments from four to three.

Step 2: The most far-reaching move was to shift decentralized marketing functions from the individual product departments to direct supervision under McDaniel: advertising, merchandising, financing, special markets, product service, three HASCO regions, distribution development & planning.

cutting down on warehouses as retail outlets grow in strength and size.*

At Appliance Park, for example, GE set up a new unit called the Sales Distribution department under P. A. Tilley, formerly president of General Electric Appliances Co. "Designed to

Actually, GE began changing its distribution pattern almost two years ago after an exhaustive distribution study that lasted three years. GE, until the summer of 1956, sold both GE appliances and Hotpoint appliances through a single distributing subsidiary. Under the new plan, General Electric Appliance Co. (GEA), under the control of Louisville's Appliance Park, now distributes all GE branded major appliances and TV sets. Sometime, Hotpoint Appliance Sales Co. (HASCO), formerly a subdivision under GEA's control, distributes all Hotpoint brand appliances and television sets.

speed communication between manufacturer and retailer," the new unit will control sales and distribution. Also under Tilley's wing: customer, utility, dealer and press relations, sales programming, exhibits and displays, warehousing and product service. Advertising, however, remains the bailiwick of individual department managers and has yet to come under centralized control (although it soon may be).

This, however, is not the case at GE's 6,500-employee hotpoint division (Chicago) where centralization of advertising, sales and distribution func-

tions (in a similar unit under general manager John F. McDaniel) has been almost as far-reaching as the original decentralization of marketing two years ago. And it may be a harbinger of what is to come in GE's other consumer divisions.

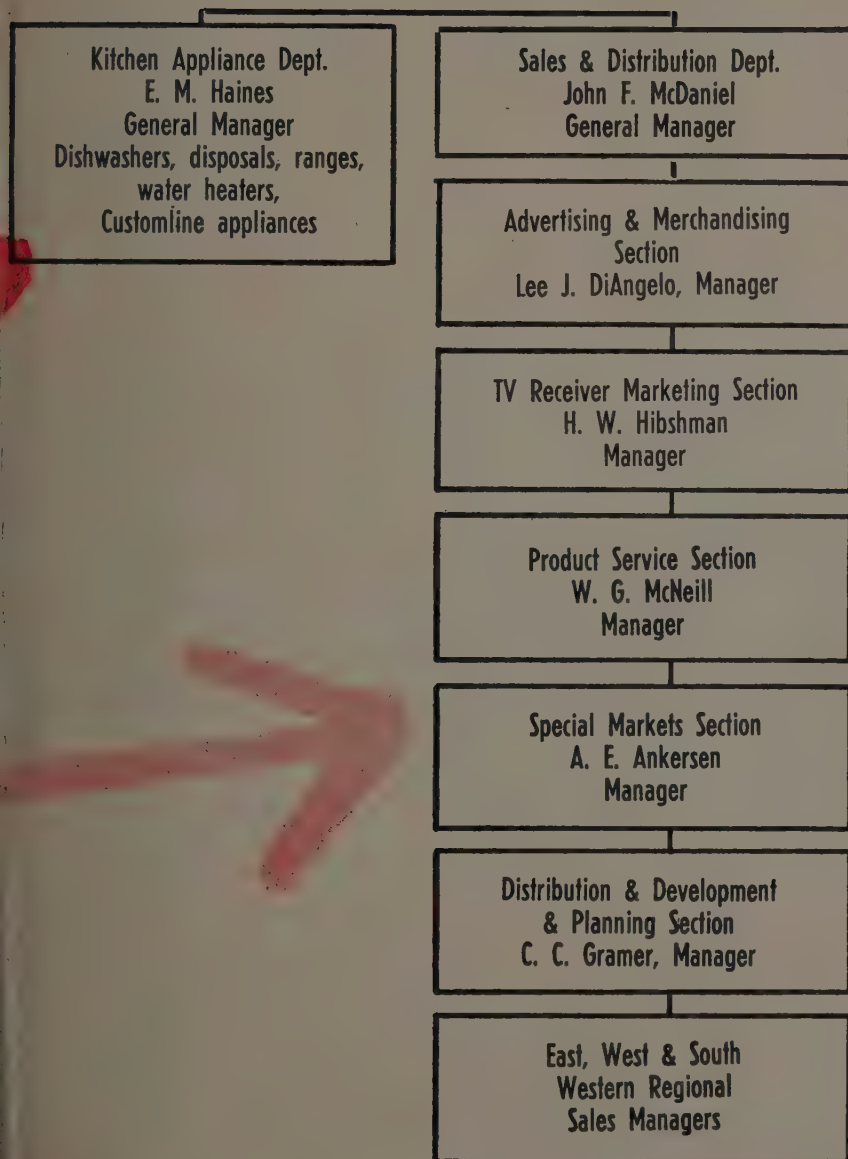
➤ As the accompanying chart shows, Hotpoint has made two basic changes in its marketing organization. The first is reduction of its four consumer appliance product departments to three, by combining the Range & Component Parts department (of which McDaniel was general manager) and the Dishwasher, Water Heater & Custom Appliance (built-ins) department (of which E. M. Haines was general manager) into the Kitchen Appliances department (under Haines). The second is removal of all advertising, merchandising, sales and distribution functions from the remaining product departments and placing them under McDaniel's supervision. Each department retains its marketing section manager (as they do their engineering & manufacturing sections) who then works with the specialists in McDaniel's centralized department which coordinates all advertising and sales.

Explains McDaniel frankly: the former decentralized marketing setup with each department running its own show lacked coordination and often had departments working at cross purposes (Hotpoint admits its sales slipped last year, won't say how much). For example, with each product department piloting its own merchandising program, two or more departments sometimes mitigated each other's efforts because they both were competing for dealer favor and consumer attention at the same time.

Now a marketing section manager can sit down with the members of the new Sales Distribution department's centralized advertising & merchandising section (under manager Lee Di Angelo, formerly marketing manager of Customline appliances), to integrate his ad campaign with marketing managers for the rest of the Hotpoint line. Di Angelo has an advertising manager, merchandising manager and copy chief under his supervision, all ex-managers of the now-defunct merchandising sections formerly under each product department. They administer Hotpoint's estimated \$3,000,000 national ad budget (primarily in magazines since Hotpoint went out of network TV last year when the appliance market softened) and Hotpoint's estimated \$4-\$5,000,000 co-op budget.

➤ There is, however, a good possibility, with an appliance upturn and if a good show comes along, that Hotpoint will

Centralized Advertising & Sales:



re-enter network TV, says L. Martin Krautter, vice-president & general manager of the Chicago office of Maxon, Inc., which handles all Hotpoint appliances except TV receivers (handled by Needham, Louis & Brorby) and business paper advertising (handled by J. R. Pearschall). The TV receiver marketing section (a market Hotpoint entered in June, 1956), incidentally, is part of McDaniel's new department, since it has no manufacturing to administer (the sets are made at GE's Syracuse, N.Y., plant).

Hotpoint's reversal of its decentralization program affects three other important areas. Probably the most important involves a big change in the intricate sales organization set up by president & general manager John Sharp under the decentralization: assigning each consumer product general manager to one sales area—then putting the general manager also in charge not only of his own product line but of all Hotpoint consumer products in the same area (e.g., while the range department was responsible for range sales the nation over, it was responsible for sales of all Hotpoint products in the south).

This arrangement apparently proved a marketing mess, never achieving Sharp's hope that the men "are always eager to help one another push all Hotpoint appliances." Result: all Hotpoint sales functions are now under McDaniel's thumb, with three different regional sales managers (who report to him) covering Hotpoint distributors (about 75% of the Hotpoint line goes through the company-owned Hotpoint Appliance Sales Co., also under McDaniel's supervision; the remaining 25% is distributed through Graybar Electric Co. and independent distributors).

► Oddly enough, the remaining reversals of Hotpoint's former decentralization merely involve transfer of these functions under McDaniel's command to achieve greater coordination. As the chart shows, two years ago Hotpoint's range department had a distribution planning section (to forecast quotas for each distributor and see he made them); its refrigeration department had a special market section (which handled direct-to-builder sales); its home laundry department had a product service section (which worked with Hotpoint distributors on service). Each of these sections served all four of the consumer product departments. Now all of these sections are under McDaniel's direction, the aim being an all-out drive to bring, as Hotpoint puts it, "management counseling" to the dealer from the factory, and coordinate activities completely.

For example, one of the first things on McDaniel's agenda is improvement of product service, which now reports to him. When he took over, he picked out the 10 worst areas for service (mostly metropolitan areas) and put in a crash program to remove the sore spots. By the end of March, McDaniel expects all HASCO distributors in those areas to give emergency service within six hours and regular service within 48 hours. On an increased budget, he instituted new service training programs for HASCO distributors, will see they get more trucks, also carry a steady supply of spare parts as demanded by the factory, which most distributors avoided previously because of the extra investment. McDaniel also drums on courtesy among distributors and dealers (after putting in a few test service calls himself and getting some brusque replies on the phone).

Another sore spot McDaniel hopes to doctor more effectively is the sale of Hotpoint appliances direct to merchant-builders, a technique which has been effective for the factory (e.g., the sales success of the Hotpoint dishwasher was made this way), but stirred up dealer resentment because they were bypassed.

McDaniel promises, through the special markets section that handles this problem, that there'll be more rigid control with sales restricted to authentic dealers and not anyone with a hammer and a pair of overalls. Builders, for instance, no longer will get special cut prices on de luxe equipment and all equipment sold to builders will also be sold to dealers.

► While McDaniel obviously is currying better dealer relations, he's also boldly reducing the number of dealers to the most efficient(and those with the most sales potential)—a task falling mainly in the lap of the distribution development & planning section in his department.

Since last fall, Hotpoint has cut its number of dealers from 14,000 to 11,800 and may cut another 5,000 this year: "I don't want to give you the idea that we're interested solely in the big-volume dealers. We need the bellcows, sure. No manufacturer can get along without their promotion, advertising and volume. But we can't get along without the crossroads fellow either. And they are the ones that need the help. They don't only need prices; they need more merchandising assistance, better advertising help, more traffic-building know-how. By trimming off the dealers who aren't really Hotpoint dealers, we'll be in a position to give those that are left the kind of attention they need and deserve."

In short, Hotpoint's goal is careful selective franchising of dealers (with criteria varying for big and small dealers), a strong indication (which Hotpoint won't comment on) that the days of exclusive sales territories for dealers is not far off. In the giant metropolitan New York market, for example, GE and Hotpoint already have divided their dealerships, refer to the controversial move as an "experiment" that might last a year or more.

Yet the idea of dual dealerships obviously fits the current distribution trends for each division (actually, there is very little duplication of dealers in areas outside Boston, Chicago and Los Angeles, where dualing might come next). McDaniel, of course, is quick to scotch the current rumor that either Hotpoint or GE are toying with a "company store" rather than an independent dealer setup. Yet he does not deny that testing one might not be far off.

► Right now, though, McDaniel & Co. seem bent on improving the dealer marketing strategy, recently sent a crew of experts in merchandising, sales and service to five cities where it ran distributor and dealer courses. Distributor salesmen (whom Hotpoint now calls "sales counselors") are schooled in store display, window decoration, financing and store demonstrations (which Hotpoint intends to play up this year). "Graduates" of these courses, in turn, train other distributors and dealer Sametime, the factory representative follow up the course with telephone quizzes for dealers based on the training courses, with cash prizes for correct answers.

In sum, Hotpoint's dramatic move away from decentralization to a centralized department fully responsible for moving all its consumer goods to the market is "to present a united front to dealers and distributors and consumers. It remains to be seen whether Hotpoint's plans for simplifying things for dealers and distributors—by having them deal with one department—will work out.

► Yet one thing seems clear: GE, with Hotpoint as the case in point, is now on a marketing path midway between extreme decentralization and centralized control. It may be that other advertisers who've decentralized heavily may also change. Certainly, advertisers such as Hotpoint are out to keep pace with a changing market, e.g., the division plans to test new appliance designs on a limited basis with clients of adventurous architects.

Look who's selling foreign cars!

A few years ago, American car dealers ridiculed those "funny looking" imported cars—and laughed them off as a fad. Now Big Three dealers are starting to sell foreign cars to boost profits, to stimulate floor traffic, to cash in on the trend to imported cars. This exclusive **TIDE** survey of foreign-domestic dealers indicates what may be ahead for the automobile industry.

Of the estimated 40,000 franchised automobile dealers in the U.S., probably half are "exclusives"—that is, they sell only one make of car. The rest are "dual" or "multiple" dealerships, usually a combination such as Lincoln-Mercury, Plymouth-De Soto or Cadillac-Oldsmobile.

Now, however, a new breed of dealer is springing up: the franchised Big Three dealer who adds one or more makes of foreign cars to his dealership. In some cases, the domestic and foreign cars are sold side by side in the showroom, in others they have separate facilities.

A Tide survey of these dealers in seven cities shows that Big Three dealers are taking on foreign cars for four reasons: 1) the dealer wants to get in on a "good thing" (foreign car sales in the U.S. hit 200,000 last year, should be 50% higher in 1958); 2) the dealer wants to improve his profit margin (discounting is virtually unknown on imported cars); 3) the dealer wants to increase floor traffic (foreign cars draw crowds, including many domestic car customers); and 4) the dealer thinks that foreign cars, with their distinctive styling, low price and economy of operation, represent a promising long-range market in the U.S.—and the dealer wants in on the ground floor.

On these pages are reports of interviews with four multiple foreign & domestic automobile dealers—a sampling from the seven-city survey—with some interesting observations on contemporary problems in advertising, merchandising and selling automobiles.



William T. Plachter, president of a Philadelphia Cadillac-Oldsmobile agency which also sells Isettas, Fiats, Triumphs and Tempos, added the foreign cars 15 months ago, found them "a substantial profit item." Says Plachter: "The first thing we learned is that you can't sell foreign and domestic cars in the same showroom. For one thing, the type of customer is different. A Caddy or Olds customer has a tendency to be amused by the Isetta and distracted from its original purpose—to look at the Caddy or Olds." As a result, Plachter moved the foreign cars to another showroom.

Plachter sells only foreign cars priced under \$3,000, so as not to compete with his domestic cars. He sells about 30 of each type of car a month, makes about a 20% gross on the foreign makes compared to 8% on an Olds, finds it easier to sell the foreign cars because "the customer knows what he wants and what he can afford." Plachter spends about three times as much to advertise his domestic cars as his foreign cars, keeps the ads separate. Plachter has one concern about foreign car sales: how will they affect sales of used cars in the same price range?



John Wren, manager of the import division of Martin Kelly, Inc., Chicago, Chrysler, Imperial & Plymouth dealer, explains that Kelly took on two foreign cars (the German Borgward and English Morgan) for two reasons: to increase income and stimulate floor traffic. Says Wren: "We felt the foreign car market was something that would grow. So two years ago we took on the Borgward and the Morgan. They have proved everything we anticipated them to be. We've been able to sell all we can get of both makes." Wren says Chrysler Corp. didn't object when he added foreign cars, mainly because he had plenty of display space. Wren estimates that his over-all sales have jumped 15% with the imports, and he makes about three times the profit on a foreign car sale compared to a domestic car sale. Wren believes the trend to foreign cars means the public wants a more economical car, something more personal and individual, something that fits into the suburban type of life. He predicts that within 10 years most Big Three dealers will be selling foreign cars, says the factories are already anticipating this and are preparing for it.

Harold Grotjahn, president of the foreign car division of Minneapolis' Kline Oldsmobile, says Kline took on the German DKW (made by Germany's Auto Union) last October. Kline added the imported car for two reasons, says Grotjahn: 1) to capitalize on the popularity of foreign cars, and 2) to increase showroom traffic. Says Grotjahn: "If three of 50 customers sign a DKW deal, we've got 47 as plus traffic for the used car special or the '88' special." Kline's DKW sales were 9 in October, 13 in November, 31 in December. "The big mistake we made at first," says Grotjahn, "was assuming you don't sell a foreign car like you sell an American car—that is, going for the order right away. We were loosening up on our closes and not getting results. We changed to a fast close and wrote 11 deals in the next week." Grotjahn adds that there is still a difference in selling: "We don't sell price; we're selling product." Sales and profits have each climbed 10% since adding DKW, says Grotjahn. Kline spends about \$1,000 a month to advertise the DKW, keeps the ads separate from Oldsmobile ads.



Carl Koplin, head of Koplin Lincoln-Mercury in Elizabeth (N.J.), starting adding foreign cars last spring, now sells Renault, Triumph, Volvo and Jaguar. The imports now comprise 35-40% of Koplin's sales, and although he can't pin down profit ratio, Koplin claims it has increased since adding the imports. Koplin says Lincoln-Mercury brass agreed to his taking on foreign cars since they realized "it's impossible to fight the trend." With his foreign makes,

Koplin can offer buyers cars priced from \$1,395 to \$7,000, admits that "The more items a dealer has to offer, the more money he'll make." Koplin says that discounting is "very rare" on foreign cars, that the distributor can discourage by holding back on the cars. Koplin believes more than three dealers will add foreign cars since they fulfill a crying need." Koplin spends about \$1,500 a month to advertise his cars, lumps all of them together in the same

The hunt for tomorrow's ad executives

"Nobody in his right mind goes to work for \$50 to \$75 a week. So we apparently have a lot of people in advertising who are not in their right minds."

This comment from Alco Products advertising & sales promotion manager A. R. Jaeckel probably keynotes one of the most acute problems in advertising today. Beginning salaries in advertising are low enough to discourage anyone but the richest or most ambitious young men. But worse than that, with fewer men feeding into the bottom of the advertising business, the situation at the top will eventually become impossible.

By 1965, U.S. companies will need at least an additional 10,000 top-level advertising men. But, according to advertising leaders, marketing consultants, employment specialists and advertising association heads, there just aren't enough men coming into advertising or being groomed for those jobs to meet future needs. In fact, a survey of the 1,100 executives on Tide's Advertising Leadership Panel shows that 43%—more than four out of 10—think the shortage of corporate advertising executives will be "critical" by 1965.

Most panelists, though, hasten to add that the situation need not be critical, provided companies (and the advertising business as a whole) start working now to alleviate the impending crisis. From the Panel survey and from interviews with industry leaders, there appear to be eight basic steps that can be taken.

The first involves U.S. colleges and

universities. Most advertising men agree that not enough future advertising men are being adequately trained in the fundamentals of their work.

➤ For one thing, say the experts, not enough is done to give college students a clear picture of the advertising business. Cleveland advertising agency president John B. Hickox, for one, suggests that "Like the farmer with the prize bull [educators must] convince young fellows the advertising business is not all love and glory. Some still think 'The Hucksters' is a true picture." Others add that if a student of advertising knows the difference between a halftone and a Benday, or a spread and a schedule, he is also likely to know that advertising is a profession requiring much knowledge and hard work. This elimination of illusions by the greenhorn, advertisers feel, would lower the incidence of job hopping and, at the same time, would provide better-prepared young executives.

Two comments on the need for college-level education point up the issue. United Fruit Co. PR & ad director E. S. Whitman has this to say: "We need specialized college courses, plus actual work in the field, a la Antioch's program with the liberal arts."* Canada Dry Corp. ad manager F. E. Benson expresses the same idea. "We need formalized and more practical application to the problem at the college level."

➤ Of the 900-plus colleges & universities teaching advertising, most make

*Antioch is a small Ohio college which sends its students into jobs for several months of every school year.

Two issues ago TIDE stated a critical problem in advertising: by 1965 advertisers will need 10,000 more top level advertising executives. The problem: they are not being recruited, educated or trained. Part II of the series described the advertising executive training program of General Electric, and pointed out that such a program can work regardless of company size.

In this issue TIDE concludes the series with a summation of what has been done, can be done, and must be done to meet tomorrow's needs for corporate advertising personnel.

little or no attempt to relate isolated advertising mechanics courses to the broader subjects of psychology, sociology or business administration that are so closely related to the techniques of producing advertising. The so-called total marketing concept has yet to work its way down to most educators while the few who do grasp its significance are rapidly acquiring reputations as authorities.

This need for improvement in basic advertising education is reflected in another area: training of advertising beginners by companies. After a trainee is hired, however, most companies tend to keep him too much in the background as a flunky assistant with inadequately defined responsibility. Naturally, much of the burden of this error rests on the ad manager himself (it's common knowledge that many creative advertising executives are less than ideal administrators). Monsanto Chemical Co. vice-president Francis J. Curtis emphasizes this when he says, "A few years ago we sent out a questionnaire to a sample of our executive development group, in which we found that about 60% of the men had never received any help from their superiors in carrying out their job." General findings of the Assn. of National Advertisers' Guidebook series on ad personnel management also bears down on this problem and firmly insists that delegation & education are "must" functions for the ad manager.

➤ Another essential to adequate training is a detailed job definition and description. The ANA Guidebooks (especially volume six on personnel manage-

Eight suggestions for developing tomorrow's

- Work with colleges and universities for more & better advertising courses, for better-informed professors and instructors, for closer industry - university liaison.

- Set up a formal training program for beginning admen that involves on - the - job experience, also permits the trainee to develop at his own pace.

- Develop a long - range recruiting plan to attract college graduates to corporate advertising jobs.

- See that the trainee gets a thorough exposure to the advertising agency, is schooled in agency functions and responsibilities, is versed in sound agency-client relations.

ment) again, emphatically, point out that defining company aims is the core of the problem, and that job descriptions are of "prime" importance. Personnel manager John Howard of Eastman Kodak Co., in speaking of the ad department says, "There is no substitution for a good job description or good job specification. Well-prepared and well-written job descriptions for all advertising jobs represent sound management practice."

But once the recruit is hired and told by the ad manager just what to do, he should also be allowed the freedom to circulate around the marketing area of the company, whether by job rotation or observation of various jobs. It seems that all companies with formalized programs do this in some way. As National Oats Co. vice-president H. F. Kemp puts it, "Have

your best material work alternately on the road and in the office."

This testing process would seem to be essential. Says General Electric's manager education consultant Moorhead Wright: "We used to have 'Promising-Young-Man lists'. I looked at them 10 years later, and only 37% of them had fulfilled their promise. That's poor selection, bad guessing."

In order to round out the "trainee," Albert D. Freiberg, vice-president of the Psychological Corp., suggests "Special seminars in research and creative thinking." Most companies with formalized programs follow this suggestion, holding everything from semester system curriculums (GE) to informal spur-of-the-moment classes as needed (P&G). The point that many executives make is that the size of the company is not a deterrent to classroom instruction, even if it is informal to the point of occurring during coffee breaks.

➤ But once a company gets and trains a promising ad executive, it should be careful to keep his morale (and good favor) by promoting from within. This policy's philosophy is well outlined by Paul G. Pflaumer, ad manager of the Renuzit Home Products Co.: "An intensified program is needed to dig deeper and watch more carefully the younger men's reactions to problems . . . lessening the need to go out into the market to buy what you need." In short, the successful training pro-

grams train advertising men for jobs in the company—not for jobs in other companies.

Another requirement is that the training program permit a man proceed as rapidly as his inclination and ability dictate. Obviously, small companies are somewhat limited in this respect; however Advertising Federation of America president James Prosser underlines a principle which any company might find useful: "Increased promotion should be given to interesting, talented young people in advertising, and better protection of experienced talent should be maintained."

➤ Of the few formalized training programs in existence, consumer companies have the majority. Industrial companies, even ones with hybrid problems such as Du Pont, often have particular problems in that their personnel needs must often be dependent upon a trainee's ability to grasp some technical concepts, or to read blueprints.

Chrysler Corp. ad & merchandising director Burton Durkee summarizes the plight of the industrial with the words: "There appear to be two courses to follow: 1) bring in young men with a great deal of industrial experience, and make ad men out of them (done quite a bit lately in the automotive industry); or 2) bring soundly trained sales people from agencies and try to make them expe-



Corporate advertising executives

- Fill advertising openings by promoting from within whenever possible, with salaries based on performance and promise, not age or experience.
- Delegate maximum responsibility and authority to middle management advertising executives—that is, “groom” them for top level roles tomorrow.
- Evolve an education program within the company to explain and “sell” advertising’s role, contribution and opportunities.
- Participate in advertising association efforts to attract more & better executives to advertising, and initiate such efforts where they don’t exist.

industry.” Durkee adds that “Industry salaries are lower, and therefore incentives to go into industry are poor. Once an adman has been trained in fundamentals, his value to an advertiser is in direct proportion to his knowledge of a particular business.”

Consumer companies, on the other hand, have a strong marketing awareness, and their products are generally specialized. In the training of executives, these companies tend to give greater awareness of the need to develop basically intelligent people (with a good general advertising education & training) who can adapt to different products’ problems. At P&G, for example, an advertising man must be able to change brands—or even brands and groups—and still do the job.

Many training programs in the consumer realm are actually better described as “marketing” programs, mainly because of the sales experience involved. While GE trains a young man primarily as a professional adman, at P&G, Johnson & Johnson and Vick Chemical Co. the trainees have field assignments or “merchandising” stints that prepare them for “marketing” positions. Much of this distinction between GE and the others is doubtless due to the need for more specialized executives who won’t have to have a detailed knowledge of how products move through counters or out of shelves. Although Du Pont has many of the

elements of the GE program (rotation, classes, recruitment) and even some of the elements of P&G (products handled as brands and in groups), there is a basic handicap in that advertising and sales are too separated to warrant field work. The result of this situation at Du Pont is that trainees must try to absorb everything possible from their supervisors.

➤ But with total marketing becoming so fashionable, many spokesmen for advertising feel there should be better mutual training of ad executives. As Melvin Brorby, senior vice-president of Needham, Louis & Brorby, puts it, “The great opportunity in our joint business is for a better relationship between the two marketing-advertising partners. We, your agencies, can help more in this training program than we are usually asked to. We are intensely interested in the broad, best possible training of your people.” This idea is also coupled with the need for college-trained advertising men. William D. MacGibbon, a partner in the Joseph R. Gerber Co. ad agency, says, “Advertisers and agencies should work closer with the college to attract young, worthwhile graduates to advertising.”

But perhaps a fundamental need is for a public relations program for advertising as a profession. If advertising can develop a moral brand image (to go with its glamorous brand image), the recruiting, training and retaining

job of advertisers will be stimulated.

Besides the PR campaign for advertising, there’s another area in which ad executives can work to meet tomorrow’s corporate advertising needs. Through such groups as the Assn. of National Advertisers, the National Industrial Advertisers Assn., Advertising Federation of America and Assn. of Advertising Men & Women, today’s ad leaders can begin to prepare for tomorrow’s problems.

➤ What’s needed most, though, is an awareness of the scope of the problem. As one member of Tide’s Panel puts it, “The real problem is persuading today’s advertising executives that they have a greater responsibility. If they don’t wake up now, and begin to get a program rolling to develop the ad executive of 1965, we’re all going to find ourselves with a real crisis on our hands.” ■



Breck's advertising about-face



Breck's plunge into network TV (on "The Shirley Temple Storybook") demonstrates Breck's Hair Set Mist in use.

A paragon of conservatism in advertising, Breck this year took a \$2,000,000 plunge into prime-time TV with NBC-TV's "The Shirley Temple Storybook." Actually Breck has been building up to the plunge with afternoon TV.

The reason: increasing supermarket distribution and introduction of new products makes heavier TV advertising necessary.

Mention the name of John H. Breck, Inc., to an adman and you instantly summon up a picture in his mind of those slightly antique, pastel-tinted ads which have appeared in women's magazines over the last 10 years. If he's a real student of his profession, the adman knows how the pastel ads came about: that Breck, faced with the competition of Procter & Gamble and Colgate-Palmolive in the shampoo industry, avoided the dollar-for-dollar slugging match it couldn't hope to win, and worked instead for interesting art work and quality reproduction to catch the magazine reader's attention.

The adman knows, too, that this approach pays off handsomely for Breck, which gained first place in total sales of liquid shampoos (retail and professional sales combined) while its magazine expenditures had been carefully increased from \$385,000 in 1951 to an estimated \$1,500,000 in 1957.

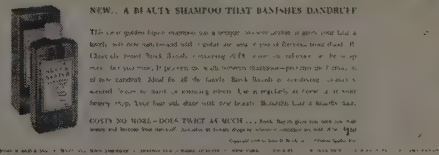
Therefore, it might appear strange to see Breck suddenly drop its well-rewarded conservative policy this year. In January this shampoo manufacturer jammed its foot on the advertising accelerator in a \$2,000,000 co-sponsorship of NBC-TV's "The Shirley Temple Storybook."

Why is Breck applying all this so suddenly? The answer can be found in three changes Breck is making in its advertising & marketing strategy.

- **Media strategy:** Breck has shifted almost half of its ad budget into television. The change didn't happen overnight; Breck has been experimenting with TV commercials for a new product since 1954. However, in its selection of a relatively untried TV forum and in the percentage of its ad budget going into one show, Breck is obviously taking a calculated risk. (Breck's \$2,000,000 TV expenditure boots the company's 1958 ad budget over \$4,000,000 mark.)

- **Distribution:** Breck is moving heavily into supermarkets, and this partly explains why it is going into prime time TV instead of adding more magazines or more pages in books already scheduled. The immediate impact of TV, Breck believes, is a strong selling point in getting new stores (particularly supermarkets) to carry the Breck line.

- **New products:** Breck is introducing new products, Hair Set Mist in 1956 and now Banish Dandruff Treatment Shampoo, the first Breck product aimed at men to get a national advertising push. Breck thinks it has been identified too much with its liquid shampoos, and that it needs a dramatic



Breck's traditional ads (left, above) are pastel tinted symbols of conservatism. New ads (right, above) for Banish break out of the format radically.

Breck's decision to buy half of the Shirley Temple show wasn't exactly a voice's daring plunge from the high board. The company has been quietly getting its feet wet in TV since 1954. At that time, it experimented with both live and film commercials in markets where the medium's sales effect could be measured. Satisfied with the results, the company bought participations in early 1956 on a nationally

An additional reason for the shift in media is that Breck's magazine advertising of past years left certain gaps



*Breck ad manager John P. Hughes
The ad budget must go higher*

that can now be filled in with TV. For one thing, busy mothers whose schedule rarely allows magazine reading are expected to find Breck's television fairy tales a good way to combine their own and their children's entertainment. For another, Breck thinks women in older age groups or in less favorable economic circumstances might never have picked up the habit of extensive magazine reading—but they all watch TV. Finally, a certain proportion of women have an adverse reaction to the restrained copy and pastel art in Breck's magazine ads.

➤ Drug and cosmetic products have rapidly infiltrated supermarkets, and Breck—in spite of the reactionary look of its copy—has been keeping up with the times. The company is now directing over 40% of its distribution through grocery outlets, compared with only a slightly higher percentage through drug stores. This is significant when contrasted with 1952, when grocery outlets handled only 10% of Breck's retail business. Breck products are also sold through department stores and beauty shops.

Breck's Tosh contrasts the differences between magazine and TV advertising in aiding supermarket distribution this way: "When you go into television, it's expensive and you have to stay in or you take a chance on losing the value of your investment. Its speed and effectiveness in promoting supermarket distribution is amazing and incompletely measured. Magazines, on the other hand, lie around the house—they often aren't read right away. However ads in magazines have a long life and a tremendous total build-up effect."

➤ The pressure of supermarket selling may soon change a hallowed Breck trademark, its gold-foil packaging. Until recently, the company ignored objections that light glare can make the black type on a gold-foil box illegible. Now some changes are being made, the most obvious with its new product, Banish.

Banish keeps the traditional Breck gold box, but breaks the face of the package with a dramatic red and white panel to draw the supermarket shopper's eye. Packages for Breck's dry, oily and natural shampoos recently came in for their first changes: price was stamped on the boxes and a small color marker was included. Selection of the right shampoo could no longer be left safely to the druggist, the oily-haired customer now must be warned which box she is picking up in the supermarket.

Why doesn't Breck adopt a still brighter package which will really stand out on the supermarket shelf? The question poses something of a dilemma for Breck. The company's products still have more than half of their distribution through drug stores, department stores and beauty shops. Breck has invested heavily in restrained advertising and restrained packaging. There is thought to be a connotation of quality in this unchanging conservatism, and the company is afraid of losing something very valuable with any divergence from this policy.

Breck's indecisive position—in being torn between two marketing situations—is expressed this way by the Breck president: "We don't know when we will have to decide our packaging, which dates back to the 1930's, will not fit the marketing conditions of the 1950's."

➤ Liquid shampoos have been carrying the ball for Breck for a long time, making up 80% of the company's retail sales volume. Between now and 1961 when the company hopes to double its 1957 sales total, increased sales from new products Hair Set Mist and Banish Dandruff Treatment Shampoo should help Breck along to this goal.

Breck's Hair Set Mist, introduced in early 1956, has been extremely successful for the company; it now trails only Revlon and Helene Curtis in a field which sports a flock of entries. Quite a bit of its success must be laid at the door of TV, since it was the only Breck product to be advertised on the "Afternoon Film Festival" and "Matinee Theater."

Banish is the company's newest product. It was in national distribution by January 1, and introduced formally to consumers via "The Shirley Temple



*Breck president Edward J. Breck
Double sales by 1961*

Storybook," women's magazines and newspapers. Although Banish was in national distribution at the time of its introduction, its distribution was "less than ideal," according to president Breck. The impact of Banish commercials on "Beauty and the Beast," the first program in the NBC-TV series, helped close the gap in the distribution of this new product.

➤ The new dandruff shampoo Banish is Breck's first product aimed at both men and women to get a national advertising push.* Introduction of such an item presents special problems for Breck which has been known as a one-product-only and a women's-product-only company (because of the dominance of the liquid shampoos in its advertising). "Breck thinks TV's a big step toward solving these problems," says ad manager Hughes. With TV, Breck can present commercials for their products in one show and alert both male and female consumers to the new products in its line by the dramatic switch in advertising media.

New products don't come easily to Breck. The company with strong ties to drug store distribution and its professional sales to beauty shops, is afraid to come out with a below-standard item which will damage the company's reputation. However, still in tune with the changing times, Breck set up a special product development division two years ago, which soon should provide some new products for Breck to use in the race for double sales by 1961.

*Breck has approximately 40 different products but only the liquid shampoo, Hair Set Mist, Cream Rinse and Banish are nationally advertised.

ONE ADMAN'S OPINION[®]

by Lester Leber



Ad of the month

For the first time in the several years at this department has been choosing single ad as the month's most noteworthy print effort, honors go to small ad. Sure, there have always been good little ads but they've been out-tempered by good big ones. The mighty midget is a quarter-page

"Give your figure a coffee break"

Sweeten your coffee with Sucaryl

you save all sugar's calories, and you can't taste the difference!

Of all the luck! My stomach's so upset! I'll just die if I can't make that dance tonight!

Now look, honey— you take Pepto-Bismol. Hospital tests prove it relieves upsets. It's wonderful for indigestion or nausea.

Pepto-Bismol works where soda, saltines and "tummy-aids" fail! Soothe upset stomach, indigestion, nausea, or diarrhea—Pepto-Bismol's all medicinal formula soothes with a gentle coating action. It acts both in the stomach and the intestinal tract—where soda saltines never help. For children or adults, this wonderful liquid helps control simple diarrhea without constipating.

HOSPITAL TESTED PEPTO-BISMOL®...AND FEEL GOOD AGAIN!

The quick and the dead
(see Ad of the Month)

for Sucaryl (see cut). It ran in one magazine immediately above another square quarter which is also reproduced below because the difference shows why Sucaryl rates kudos.

Sucaryl's ad is distinctive, attractive and appropriate to the product. Copy is brief but comprehensive. Headline is intriguing. Layout is gay and airy. Photography is imaginative.

Now compare Pepto-Bismol's use of the same amount of space. It's a dull, old formula. Comic strip balloons are used for what is supposed to be a conversation between two human beings. Sweet-but-sickly young thing says she has an upset stomach and she'll just die if she can't make that dance tonight. (Her speaking role has three sentences so she gets the full quota of three exclamation marks.) Meddlesome manicurist starts with "Now, look, honey," and ends with a doctor-type spiel on hospital tests, indigestion and nausea. The only touch of delicacy here is that constipation is covered in the body copy rather than in the balloons.

Sucaryl *could* have used the Pepto-Bismol format . . . fat girl complaining she didn't get invited to dance; slim girl advising her that medical tests prove she could have taken off weight by taking Sucaryl; body copy talking about heart strain from excess poundage, etc. But they didn't; they chose to be creative; they deserve praise and sales.

Three reasons to cheer

Once again we've had the pleasure of hearing from a reader about a previous Ad of the Month. Walter Nelson, of Reach, McClinton has written about his agency's Prudential "squirrel" ad (Tide—January 24).

He tells us the copy for this ad as well as for Prudential's TV commercials is from the typewriter of Herman Raucher. It's good to know that Raucher is also a successful TV writer, having had plays on Alcoa Hour, Good-year Playhouse and Matinee Theater.

There are several refreshing elements here. First, that somebody other than

the author took the trouble to give credit where credit is due. Second, that the agency is not insisting on anonymity for its creative people. Third, that a writer of Raucher's demonstrated talent is primarily an adman.

Hi-falutin' hocus pocus

According to a news release on a current campaign. "The creative approach is based on the reader's associating the image with a feeling of exhilaration achieved through a unique combination of fantasy and realism. This is accomplished by the specific areas of figure vitality, color and scenic background applied to a person doing an exhilarating act in an imaginative environment."

The first ad shows three guys standing on a bowsprit, fooling around with a sail.

Bourbon buncombe

Distillers of bourbon appear to suffer from a mass inferiority complex. This year Ancient Age is accosting us with "Do you *really* know your bourbon?" Last year the same brand challenged us to look for a better bourbon. Old Crow has devoted the major portion of newspaper ads to this message in large type: "If you've always thought of bourbon as too strong. . . ." Old Fitzgerald headlines its magazine copy: "Is Bonded Bourbon Really Too Strong?" Old Forester tells us to "Live a Little."

The net effect of all this negativeness is that bourbon is a powerful, mysterious drink and that you should look for a better brand if you want a small amount of living.

Perfect premium

Lever Brothers is offering Dove with two bars in one package along with a "Perch." This is a little plastic gadget that fits in a soap compartment and holds the cake of Dove high and dry. It may not be "sensational" as the headline claims but it does merit the other adjectives which are used: neat, tidy, handy, convenient (and the old reliable) FREE.

Domination department

Henny Peck wants us to ask the editors of Look to be more careful. Seems he picked up a recent issue and read aloud from the front cover just as his wife was asking him to run an errand. What he enunciated was the title of the lead article: "How Women Dominate Men." He caught all kinds of hell. (It's a true story. Only the name was changed to protect the guilty.)

THE WOMAN'S VIEWPOINT®

by Dorothy Diamond



Inner packaging

"Mood packaging," a current court favorite in the advertising kingdom, may exert enough influence upon my subconscious to induce me to buy a product. But it is its "inner packaging," which is either obviously present or obviously absent, that determines to a large extent how I feel about the purchase in my home.

For instance, in the food field I am extremely fond of the lining in the Saltine package that keeps one stack of crackers fresh while the other is being used. I think that this sort of protection should be extended to all cereals, to brown-&-serve rolls (they dry out miserably in the refrigerator once the carton has been pierced) and to many other food products. I note, with surprise and pleasure, that Motta's Panetone now provides a pliofilm bag in which the Italian yeast cake can be stored until every last crumb is consumed.

Inner packaging is also making headway in the drug & toiletries field. The latest use I have come across, and it's an excellent one, is in a new "luxury" line of sanitary napkins called (excuse the lower-case lettering) "fauns." Inside the carton are two sealed packages which make it easy to store the product minus the carton. Whether fauns will survive at the rather startling price of \$1 for a box of 16 I would not dare to predict, but if it does I think packaging will play a major role in its success.

Our discount civilization

I have heard on good authority that milk companies, and this includes some of the most respected names in the business, are quietly offering discounts on home deliveries so that homogenized milk parked at the door costs hardly more than homogenized milk toted home from the supermarket.

One such reduction was granted to a friend of mine to meet the competition of an invading firm that tried to lure her with a lower-than-standard price. Another resulted merely because a housewife moaned to her delivery-

man that her milk bill was "too high."

All additional evidence that ours is a discount civilization, that more realistic pricing policies are needed, and that too often the list price is only the asking price.

Will Betty Crocker start something?

I like the format of the Betty Crocker "Bisquick Party Book" which was inserted as a 24-page tear-out in the January Ladies' Home Journal. If this sort of service-packed copy continues to run, then perhaps advertising and editorial will no longer continue to be as rigidly separated as church and state. The time may come when an unusual advertisement will be highlighted on the cover of a magazine along with the come-on editorial titles.

Nice to note:

More automotive advertising appearing in fashion and women's service magazines (finally our potent influence on new car purchases is being recognized). . . . dimensions engraved on the back of some baking pans, a practice that I think should be extended to all. . . . a sign in a fancy produce store that informs customers what products are kept out of sight and under refrigeration (supermarkets, please copy). . . . TWA's full-length seats. . . . a drugstore that departs from the usual hackneyed names and calls itself the "Pill Box Pharmacy". . . . a tape recording maintained by a sure-seater movie house so that prospective patrons who telephone can learn the name, time and stars of the picture even when the box office is closed. . . . Allied Van Lines' helpful folder on "When Families Move"—a psychological help-yourself approach to the problem. . . . Platicork, an easy-to-remove topping on a split bottle of German champagne. . . . the superlative writing in John Braine's novel "Room at the Top" (this may seem far afield for an advertising columnist but I think that everyone who is interested in economical and vibrant use of language will be fascinated by

this book). . . . A ski catalogue, put out by the Norse House (Manhattan) that is noteworthy for its wit and could teach larger establishments a thing or two.

Small consolation

Apropos the Gray-Kolynos cause celebre, it has been pointed out to me that rigid standards of product loyalty are not confined to the advertising business.

A lawyer of my acquaintance was working with one of the country's largest law firms, a firm that handles a major tobacco company, on a case not connected in any way with cigarettes. Even so, the downtown legal contingent continuously and conspicuously smoked a client brand in the courtroom. When one attorney was offered a competitor's product, he winced and waved it away as summarily as if it were marijuana.

Agencymen, who can't drive their favorite car or who use margarine religiously instead of butter have this small consolation. Evidently professional people laboring in other fields must also swear allegiance to a client's wares; that is, if they want to keep collecting the client's fees.

Product substitution

Heard about a suburban dentist who kept his clientele coming in during the Christmas holiday season by gilding his proceedings with a festive touch. Instead of using ordinary mouth wash, he worked, he sprayed with blackberry brandy. Honest.

Complaint department

On my personal blacklist are:

- Recipes that still use the "No. 1" can terminology, even though no sort of identification is not carried on all cans. It's just as easy for the writer and so much easier for the cook to give ingredients in cups.
- Colored wool fabrics that have been carelessly dyed and that "bleed" when spot-cleaning is attempted.
- Indiscriminate use in advertising of the term "custom-made" to imply something is expensive and luxurious.
- Packaged cheese slices that stick stubbornly together and resist separation.
- Gasoline station attendants—and includes almost all I've come across lately—who automatically spill gas on the fender unless specifically requested to refrain.
- And, finally, the traditional perfume stopper because, once the bottle has been opened, it permits an expensive product to evaporate too easily.



Tide Publisher Hartley W. Barclay interviewed seven Allied executives for the accompanying article. Shown seated here (left to right, clockwise around the table) are: Thomas W. MacLeod, Stern Bros. president; Harold Merahn, B. Gertz, Inc. vice-president & sales promotion manager; Barclay; C. E. McCarthy, Allied Stores Corp.

president; Herbert G. MacIntosh, Stern Bros. vice-president; E. Lawrence Goodman, Allied Purchasing Corp. sales promotion manager; W. D. Aisenberg, Allied Purchasing Corp. vice-president; Albert F. Snyder, Stern Bros. sales promotion manager. The interview took place in Allied's Board room at its New York headquarters.

The advertising chain reaction at Allied Stores

One ad—in a newspaper, magazine or businesspaper, on radio or TV—can be a trigger for Allied Stores Corporation, the nation's biggest department store group. If one Allied executive spots the ad it can kick off a chain reaction that can result in widespread distribution for a new product, it can spur Allied participation in a merchandising promotion, it can lead to major pricing or packaging changes—or it can literally put a product on the map.

This article represents an historic occurrence in advertising and retailing. Seven of the biggest and most important men in retailing—all top executives of Allied Stores—participated in a roundtable discussion of their interest in advertising and their use of it. Their opinions and ideas represent a real opportunity for advertisers to find out what makes a retailing giant tick.

Allied's retailing empire

Allied Stores Corp. is probably the nation's greatest retailing force. It owns and operates 87 separate stores under 70 different names in 25 states, including such distant cities as Boston, Seattle, San Diego and Miami. The annual net sales of Allied's sprawling empire were \$632 million in 1957, an increase of \$25,000,000 over 1956.

Allied's largest store, Jordan Marsh Co. in Boston, does \$100 million business a year, while the smallest store, Troutman Co. in Du Bois (Pa.) is a \$1,000,000 operation. All of the stores, regardless of size, are entirely autonomous and strategically blanket the U.S. Each of seven geographical areas is then watched over by an Allied vice-president

who serves as group manager; each store manager is responsible for his own profit & loss.

Thirty-six Allied stores are department stores, 13 major branches, 36 are junior department stores and there are specialty stores. The 16 largest Allied stores account for about 60% of sales, and the average department store spends 2½% of its gross on advertising, with all Allied stores spending a total of \$18,000,000 for newspaper advertising alone.

In recent years, Allied's working capital has been in the neighborhood of \$150 million, while total capital has been about \$225 million, with 4,000,000 shares of common stock



Allied stores range in size from Troutman's in Du Bois (Pa.) to Jordan Marsh in Boston

Each weekday morning, Allied Purchasing Corp. vice-president W. D. Aisenberg taxis uptown from his Manhattan apartment, arriving at his office by 8:30, a half hour before the workday begins. His sole reason for coming to work early is to read the ads in newspapers, magazines and businesspapers. "Those periodicals are a very pitiful sight when I get through with them," says Aisenberg. "They're all completely ripped apart, and I constantly come up with sheaves of tearouts. Then we start a series of sessions with the people involved, and begin a very aggressive follow-through about the usage of those items at Allied."

What happens when Allied's Aisenberg reads advertising is perhaps typical of any retailing executive's reading habits, for keeping aware of your competitor's and your own advertising is a major facet of retailing. But in the case of Aisenberg—or any executive at Allied—what happens to the advertiser is the most important thing. One single ad, spotted by an alert Allied man, can result in a new product being stocked by 87 different stores across the nation. In short, it can (and often does) mean for the advertiser an order

amounting to millions of dollars, almost national distribution, and the beginning of a big upswing in sales.

Aisenberg's attention to advertising is typical of all the top executives of Allied Stores Corp., whether they're with the parent, its purchasing arm (Allied Purchasing Corp.), or its real estate arm (Alstores Realty Corp.). This is apparent from a revolutionary occurrence in retailing: last month, seven of Allied's top executives sat down with Tide's editors to describe what advertising they read, why, and what happens when they read it. The result is some fascinating commentary on advertising from some of the most important decision-makers in the chain of retail distribution in the U.S.

➤ Allied's top executives are not only the voice of an 87-store buying combine with enormous power, but are "style" leaders in a vast industry—retailing—which did close to \$200 billion in business in 1957. Although this was roughly a 5% increase over 1956, it's clear that future increases will depend in great part on the ability of consumer goods manufacturers to improve their advertising, merchandising and sales

promotion. In order to develop better information contributing toward this end, Tide made this study of Allied from two viewpoints: 1) what national advertisers should know about how advertising works on the making of decisions at Allied, and 2) what retailers should know about how Allied makes use of national advertising. The Allied executives interviewed by Tide were C. E. McCarthy, president of Allied Stores Corp.; Herbert G. McIntire, vice-president, Stern Bros. department store (New York); E. Lawrence Goodman, sales promotion manager, Allied Purchasing Corp.; W. D. Aisenberg, vice-president, Allied Purchasing Corp.; Albert F. Snyder, sales promotion manager, Stern Bros.; Thomas W. Leod, president, Stern Bros., and Arnold Merahn, vice-president & sales promotion manager, B. Gertz, Inc. (New York).

➤ One of the basic premises on which all Allied executives predicated their comments was that print media is & away the most important consideration with them. They consistently pointed out, however, that magazine ads are still of vital interest to

authorized and only 2,612,009 issued.

Allied regularly employs about 31,000 people, plus 10,000 more during peak selling seasons. Of the company's 40,000 executives (85% promoted from within) more than 90% are under 40 years old. Each year approximately 600 candidates are recruited from within the stores and from colleges for a formal program of education and training leading to junior executive jobs. Promotion from within is as basic an Allied policy, as is the promotion of national brands.

Brand names on which Allied depends for the lion's share of its merchandise read like the blue book of retailing

resources . . . such names as GE, Coro, Simmons, RCA, Jantzen, Magnavox, Arrow, Wunda Weve, Van Raalte.

The successful coordinated selling of these brands, plus merchandise carrying Allied brand names, is made possible by the fact that Allied Stores Corp. is both an operating company and a holding company, consisting of Allied Purchasing Corp. and a foreign buying concern, Metasco. Allied also owns a real estate subsidiary, Alstores Realty Corp., which together with its subsidiaries owns a substantial percentage of the property occupied by Allied's stores. Thus Allied is not only a great retailing force but it is also one of the nation's leading purchasing powers.



and range in decor from stately Bon Marche in Seattle to modern Jordan Marsh in Miami.

but newspapers are and probably always will be the prime tool of retailers themselves, even though such large retailing concerns as Allied do use national magazines.

As Harold Merahn, vice-president & sales promotion manager of B. Gertz, Inc. (which operates Allied stores in the Long Island area) puts it, "You know with a national advertiser it's a little bit different. He usually has some fat phrase that typifies his product. Spana for the smile of beauty—bingo, that's all he has to say. Jello—'six delicious flavors,' he's through. Lucky strikes—'they satisfy.' With us—pink panties 39¢, vat dyed, etc., etc. . . ." What's more, some Allied executives think that newspapers today are less newspapers than they have ever been, that they have become a "shopping news," which means "shopping compressed." Merahn, for one, pointed out that a newspaper is a market itself. That's where people go to look for goods, there's competition there and you're willing to stand up and take your chances."

To sum up the group's feelings about the importance of newspapers to retailers, Merahn made the point that

"It's exactly the medium that fits our needs. It is, I think, the lowest cost medium per reader or listener. It covers the trading area that we want. It goes exactly to the commuting distance that's available to our store."

➤ With the importance of newspapers established, Allied executives go on to describe how they read and act on advertising. To quote Allied Purchasing's Aisenberg once more: "Advertising of major importance to me represents items or products that are of interest to Allied and for sale by Allied. Seeing a dominant ad with impact causes me to bring up the matter again, to see whether everything has been done about it that can be done."

This comment makes an important point: advertising can remind an executive as well as remind a housewife. If an advertiser has his product already handled by Allied, he gets an added plus in that his ad reminds an Allied executive to see that the product gets special attention.

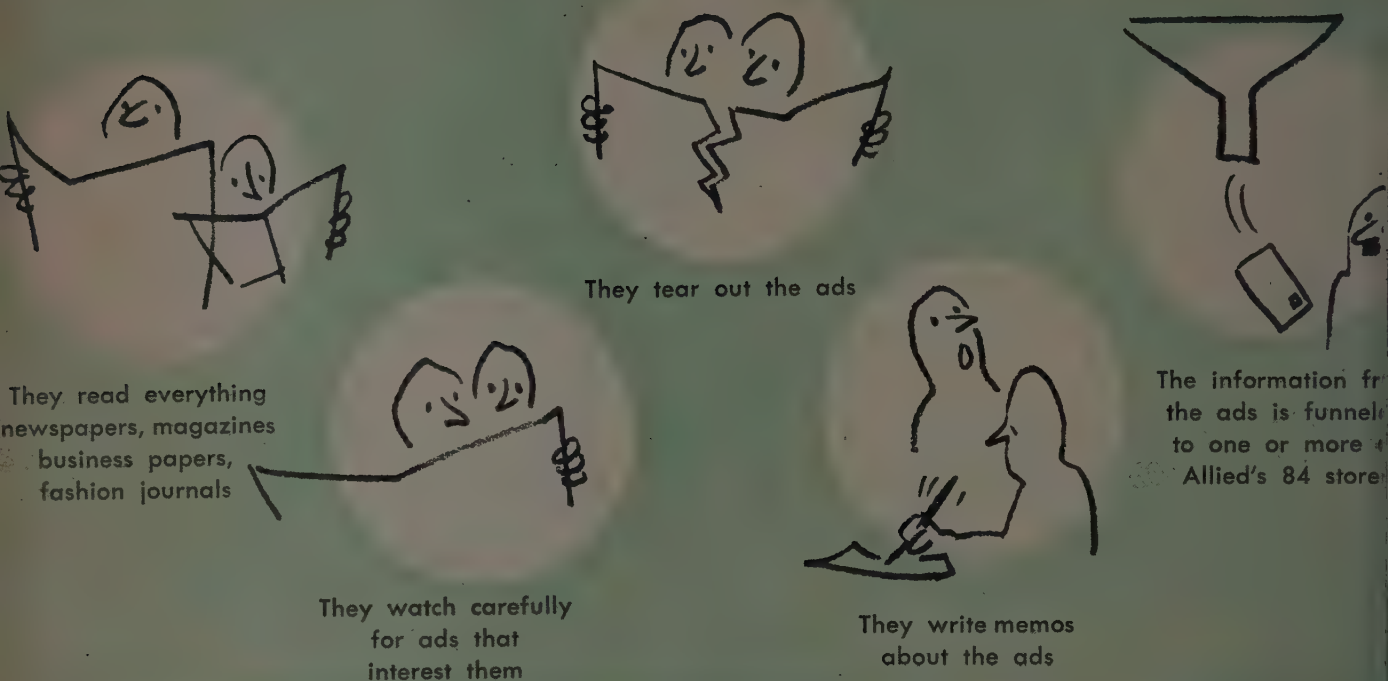
This same sort of principle can also help an advertiser's product get initial Allied recognition. If an Allied executive has already known of a new

product via a news release, or news item in some media, he can be reminded of it again by seeing it in an ad. As Allied Stores president C. E. McCarthy puts it, "That ad causes us to inquire among our market people what they know about it, and what use is made of the product in the end products for consumer use, etc."

In this same newspaper scanning process, an eye is also kept on what a competitor may be up to. As McCarthy told *Tide*: "What you do is look at the ads of your own stores and ads of competitive stores where you find pricing that varies. It raises a question, and you invariably either make a note or tear out the ad or do something about it. If you find a new and interesting item in a competitive ad, it raises again the question of whether that item is being shown in your own stores."

➤ McCarthy adds that Allied executives find more than just product information in the ads they read. Often competitors' retailing techniques are brought to their attention. "I'm very observing of delivery habits and such of the various stores. And if I see anything in there that looks different, I

What happens when ads are read by Allied Stores executives



rip it out and put it in my diary. I take it to the store with me and discuss it with the people in the store."

Newspaper ads aren't the sole source of ideas for Allied executives by any means, but in reading in other media, they aren't always consciously searching for advertising leads. In most cases, Allied's top executives claimed, leisure or "personal" reading is purposely kept separate from business reading. When engaged in "business" reading they read advertisements about as much and at times more, than they read editorial material.

McCarthy also made the point that even a whole new concept of merchandising can be triggered by advertising. "I saw some advertising of Du Pont recently talking about the use of color. That stimulated a meeting we have had with the Du Pont people in an effort to determine whether the appropriate use of color can influence customers to buy more goods in certain types of departments. Now we're trying to explore that particular field. Many of these things are also noticed by my people and called to my attention."

➤ An outstanding example of the sort of voluminous reading by Allied executives is this statement by Allied Purchasing's sales promotion manager,

E. Lawrence Goodman: "Somebody's going to wonder where I get the time, but I read a lot of the popular magazines—Time, Life, and fashion magazines like Vogue, Bazaar, Mademoiselle, Charm & the shelter magazines. I read most of the trade magazines and, of course, the newspapers. I'm probably more concerned in my reading with the advertising than the editorial. I'm always interested in seeing what's being advertised and devote most of my time to that."

Along the same line, Stern Bros. sales promotion manager, Albert F. Snyder has this to say: "I find myself periodically, maybe for several months, buying all the photographic magazines I can find and I often notice I get as much out of the advertising as from the articles themselves." In general, each man has his favorite trade magazines, such as the Kiplinger Letter, which was mentioned several times.

Another area in which Allied's executives find themselves reading voluminously is the Sunday newspapers and their magazine section supplements. This sort of reading is particularly important because of the large amount of advertising and buying information included in Sunday editions. Snyder comments that "I've always read every Sunday paper that's published in the

city and quite a few that come in from out of town." This comment on Sunday newspaper reading was accentuated by Stern Bros. vice-president Herbert MacIntosh who says, "I scan through five papers every day and on Sunday at least five papers."

Allied executives' scanning of papers daily isn't actually unusual since New York is such a large commanding retail center. As Aisenbarger put it, "One of the most competitive areas in our business, we happen to live in—which is greater New York—and by careful screening of competitive ads in this area, you have done a lot of competitive ad reading."

➤ It's significant that Allied executives read ads not only for product or buying information but also to study the way the ads are created and presented. In this respect, Allied believes that real creativity is as important in advertising as it is to any national advertiser. Speaking on this point, Stern Bros. president Thomas W. MacLeod said, "I'm very much interested in the use of type and phrases and layout in the use of long sentences as against short. I let them put the punch in the headline because I think an ad should be effective. I happen to like advertising. I like to read it."



Merchandising plans
are discussed



The supplier's salesman
is called in to give
a presentation



Result: a manufacturer
gets an order



The store managers
read the memos



The stores plan to
promote the product

like to look at it, and I question myself as to what it is trying to do and how well is it doing it."

But Allied's concern with advertising is not restricted to the New York office. With 87 stores scattered across the country, the executives have to depend on executives in the branches for information about what is happening outside New York. Consequently, a funnel system of ad information has been established. As Aisenberg says, "I get a constant string of ads from at least the key Allied stores—say the 2 to 15 larger stores. I get a daily stream of tearsheets on what they consider to be their best advertising, fashion-wise or item-wise. I feel obligated to turn to determine with our people whether this type of effort shouldn't be spread to other stores."

Likewise, as McCarthy points out, the funnel system is used for cross-communicating what the competition is doing. "Many of our people send particular ads. I'm not talking about the daily newspaper and so forth, but the competitive stores run. They say to me, 'Gad, these guys beat us to the punch. What have you got that's better than this—they get a terrific response to it.'"

Snyder elaborates on the topic of how information on ads is sent in from

the field. "The buyers scan pretty carefully and pretty well all areas of competition. The point may be just the technique, the merchandise itself, or a copy approach. They watch publicity and look for credit in magazines. Very often we ask the advertising department to take a certain segment of a year, month or week, and we will put together a complete report on that."

► But how well does Allied follow up on ads that have been called to the attention of the New York office? Goodman answers this in a nutshell when he says, "Our sales promotion here in central office does perform what you might call a needling function."

What sort of a backlog or wellspring of information does Allied have on its own and competitors' advertising? MacLeod partially answers this by telling how Allied stores "get a pretty good service from the central office with green flashes, as they're called, on the successes of other stores, with a reproduction of the ad on them." In addition to the "green flashes" Allied's central office in New York maintains a library of ads from all Allied cities and also from other cities in which there may be a particularly competitive department store operation.

One additional point on human nature was made by Allied executives regarding their ad communications system. A store may be more inclined to show what it is doing rather than what its competition is doing. As a result, the top Allied men in New York must, of necessity, keep their eyes open for out-of-town competitors' ads whenever possible.

► In discussing the whole area of reading ads and acting on them, Allied executives also entered deeply into the question of whether they receive adequate cooperation from their suppliers on merchandising plans, from advertising all the way through sales promotion. Generally, Allied's management told Tide they are dissatisfied with the sort of cooperation they receive from national advertisers, although there are a few notable exceptions. As MacLeod examined the problem, it seems to hinge on one point: "Either their work starts when the order is accepted or their work is done when the order is accepted. That connotes a lot."

Putting it another way, one Allied man says this: "The fellow that contacts the store is the prime needler. I don't know the ones who do a bad job because I never see them. Now

the good ones will know each sales person in a particular department to contact. They will be the ones to shepherd them out to a hotel in New York and tell them all the selling details and see to it that it's conveyed in turn to the customer. The good ones live with it and follow up, and the day of the sale they make damn sure the goods are displayed and the posters are up and the signs are up and sales people are enthusiastic."

➤ This sort of enthusiastic support from resource salesmen is generally what Allied executives have found lacking in manufacturers' sales campaigns. The key to the age-old problem of merging supplier and retailer interests often rests on distribution, which in turn can depend upon the question of cooperative advertising.

On both these problems, Goodman explained that, "Frequently I get ads from stores and from people in the office saying, 'Here's an ad being run with 12 stores listed. We don't see one of our stores listed. Aren't we doing business with this source? Why aren't we sharing in this point-of-sale promotion?' and if the ad's important it could lead to some action through the agency or through the resource."

Goodman goes on to say that "When a national advertiser lists store names in his ad, he gets some direct action from the stores he lists. If he lists no

name at all, I think, generally speaking, everybody would tend to treat it as the hundreds of other ads that appear. The trend has been on the increase over the past few years. You see more and more of it. Companies who had policies against it seem to be changing. Even Du Pont who for years listed no store names now does it pretty consistently."

➤ But even a strong co-op ad campaign can't make much headway without effective contact. As Aisenberg emphasizes, "That is just about the heart of the matter of the national advertising in relation to retail stores. They lose out on getting the identification with the ad at the time the ad runs, because of the lack of contact. There is no industry that does a better job of pre-informing the store of national advertising—by date, by insertion, by magazine, even by 'hand outs' to their salesmen who go into stores — than the corset industry."

This brings up the sore point with Allied executives of wastage in point-of-sale display materials. Speaking out at length on the subject, MacLeod complained that, "There's a deal of copy that comes in from advertisers, blow-ups that we have no use for and cost them a lot of money—big stores don't use them for counter displays and around the stores. It's a terrific waste, and if you ever use them you'll have

a store filled with all different color. There's a tremendous amount of this which comes through and has little value for a store the size of Stern's."

Another view on this same topic of display waste was voiced by Merah. "Waste occurs in the indiscriminate sending to department stores of large point-of-sale display or point-of-sale promotion which does not harmonize with any of the store's individual plans, counter layouts and situations. You feel that what has been spent possibly for some of those things, not researched in the field might be better spent for the actual field selling information."

Probably some of the main offenders on this last point have been media who, since the end of World War I, got into the store-wide promotion business. As the very problem of obtaining in-store display space (particularly on shelves) has grown more competitive, the magazines and other media have found their retail merchandising lacking in ability to stay in the competitive race. In addition, the stores themselves have cooled noticeably toward the idea of media promotions.

➤ A spokesman gave Allied's point of view on media merchandising when he said, "The obligation on these big promotions is that by the time you want it up the way they want it—and then want to give it to you the way they

A This U.S. Rubber Co. ad caught the eye of Allied Purchasing vice-president W. D. Aisenberg. U.S. Rubber is one of the companies Allied thinks does an excellent job of coordinating advertising & sales promotion.

This Du Pont TV commercial on the use of color in schoolrooms caught the attention of Allied president C. E. McCarthy. It led to a presentation by Du Pont on how Allied Stores can make better use of color.



ant it—you've obligated your selling
rea, your store, your public relations
nd everything—such a good chunk of
our everyday operation—that you can't
ove. And if you were to assimilate
half dozen of those, you'd be out
f business."

On the other hand, Allied is more
man willing to work with reliable re-
sources to tie in at the point of sale,
nd thus squeeze the utmost from the
ational ad dollar. When correctly done,
Allied feels such thorough sales promo-
ion can't help but pay off. As one Al-
ed executive said, "We have definite
proof that where store 'X' will tie in
with a national ad that we have spon-
sored and had plus sales, and store 'Z'
will ignore the national ad even though
their store name is listed, it will have
o plus sales."

One solution to the dilemma of co-
ordinating the supplier's expenditure
with the sales promotion activity of
Allied is through the department buyer.
Using the corset company example
again, Aisenberg had this to say about
the excellent salesman contact: "When
he goes to a store he has two things
with him: the line and the advertising
program. When he sits down with the
buyer, that buyer's order is guided into
those items and styles that are coming
up for certain advertising, for certain
magazines, for certain delivery dates.
So if the buyer is persuaded to write
his order into that advertising cam-
paign, you can be rest assured you're
going to get a local tie-in if the buyer
wrote it that way."

Although working closely with Al-
lied's buyers is one solution for a sup-
plier, a more comprehensive solution
could be a complete recognition of
need for a total marketing concept.
Allied's board chairman B. Earl Puckett
states the corporate philosophy on
merchandising techniques: "In the mer-
chandising of tomorrow I would not
undervalue the engineering, factual ap-
proach. Rather, I would improve and
intensify it. But I most certainly would
not underrate imagination and the art-
fulness of making a strong emotional
(as contrasted with the logical) appeal
to the Sovereign, the consumer. I would
deliberately *overemphasize* this phase
of merchandising. I would strive for
blend."

Recognizing, then, the need for ap-
pealing emotionally, with a sound foun-
dation of merchandising "engineering,"
Allied would seem to be several steps
ahead of its suppliers. Some of the
companies and products, however, that
have merchandised "totally" with Al-
lied with excellent sales results over the
years (according to Allied executives)

The man behind Allied



Allied board chairman B. Earl Puckett is one of the best known and most respected men in American retailing. At a recent address to the Harvard Graduate School of Business Administration (as part of the Tobe lecture series on retail distribution), Puckett outlined Allied's business philosophy.

One of Puckett's two main precepts is that "Our sovereign is the consumer." The other is that "The dynamics of our American economy lie in our market places." Puckett believes retailing's dynamics can only be understood in terms of human behavior. As he points out, retailing is, and always will be, a guessing business even though there are "scientific" methods of going about satisfying the consumer's—the "sovereign's"—needs.

Further, Puckett contends that the American economy is great primarily because of recognition of the principle of consumer sovereignty. He amplifies this conviction by adding that, "Filling a need is relatively simple as compared to activating it." He bases this statement on the theory that excessive supply in stores permits consumer choice, which leads retailers inevitably to better merchandising techniques and higher principles.

Puckett points out that barter was the original form of retailing. This eventually gave way to the department store form at about the same time as newspapers began to attain mass circulation. As other mass communication developed, so did mass retail distribution. Therefore, Puckett emphasizes, the challenge is greater because "One does not barter with one's sovereign."

The one-price system was a result of this evolutionary change, and, of course, the result today is the concept of formalized one-price—or "fair trade."

Department stores' policies on unlimited freedom of exchange (or return of merchandise) is an accompanying principle to the one-price system. Puckett further explains that this led logically to "trade secrets," which retailers soon learned were the only devices by which they could outrun the competition.

Certainly one of the most pressing problems facing Allied today is that of discounting competitors. But Puckett, a long-range thinker, has this to say about price cutters: "The original discount houses are today's department stores. The most successful discount houses of today will become department stores of tomorrow, while the others (most of them) will fall by the wayside."

Puckett's formative years in retailing were spent in developing control and cost systems and then seeing to it that they worked. He has a CPA license still in force, and prides himself on having been a charter member of the National Assn. of Cost Accountants. All of this makes Puckett's humanistic approach to Allied problems a revelation of the sort of man he is.

To sum up how he feels about tomorrow's merchandising, Puckett said, "I advocate such an overabundance of dramatic showmanship that our engineering won't show."

But whether it shows or not, Puckett's competitors know that in the "guessing business" of retailing they can expect Allied to guess right more often than not.

are U.S. Rubber footwear, Coro jewelry, Drexel Furniture, Du Pont synthetics, Formfit foundation garments, and Burlington Mills. Arrow shirts, Hickok accessories, Swank jewelry, and Martex are other products that have been sold with outstanding success through coordinated efforts with Allied.

The role of the advertising agencies of Allied's suppliers is important because of the additional contribution toward helping their clients move merchandise across the shelves of Allied stores. Yet, Allied executives are generally displeased with the job that ad agencies do. Says MacLeod: "You can sit down and write these beautiful ads, but it's got to register at the point-of-sale—not in the copywriter's office, not in the layout department."

On this same subject of ad agencies lack of understanding and help, Snyder had this to say: "I find there's a tremendous over-elaborate preparation for everything and that very often the simplest problems and the simplest presentations are tremendously involved. They may have selfish reasons for doing that because they work on a basis that spending money very often is an advantage."

➤ Allied executives, then, are well aware of the problems they face in coordinating suppliers' advertising. What does Allied do to meet these basic difficulties? Probably their most notable attempt at controlling the ad & sales promotion picture is their own national advertising. As Aisenberg puts it, "There isn't a month goes by that Allied doesn't have an ad in one of the fashion magazines where our stores are listed. The end result is a local tie-in of a national ad when the national ad is released. We sponsor national advertising of that kind on a very discriminating basis. If we weren't discriminating, all sorts of advertising would be thrown at us on resources or on items that have no particular interest

to us. We try to confine that to top manufacturers who are close to Allied."

On occasions when they are working closely with a resource on a national ad, Allied will even supervise the preparation of the ad so that it is beamed toward exactly the sort of customers Allied knows it has. Such coordination results in the best sort of unified marketing approach for Allied, and those manufacturers who realize this stand the best chance for distribution through Allied's 87 stores.

➤ As an example of how important Allied executives consider manufacturer cooperation to be, this is McCarthy's comment about those resources who don't keep faith with the retailer: "You might ask manufacturers of major appliances how they reconcile paying or enjoying cooperative advertising with discount houses who sell their products at off prices. And you might also ask how they reconcile the page in Life on a refrigerator or a stove or a washing machine for which they pay X thousands of dollars and put the price in there and then go out and pay at least part if not all of the advertising of the discount house, which immediately cuts the price of that product."

The result of this ill feeling about discounting is that Allied has done very well in selling hard goods under its own brand names. But to show the other side of the coin, MacIntosh explains that "If the manufacturer comes into your store and works with you on the ad and really moves it with the publicity department and down through the entire organization, so that your interior display, your selling service and everything is geared in, I think you'll have a good response in sales." Obviously, though, most appliance manufacturers are currently working on a different tack.

➤ Another somewhat sore point with Allied executives is that much of the

goods which manufacturers send them is poorly packaged. There are a number of instances, according to McCarthy, where Allied has had to take the initiative in packaging in various operating divisions. MacIntosh mentioned that "I don't know if manufacturers have worked as closely as they can with retailers as far as the design and presentation of the package is concerned." Packing and pre-packing becomes particularly important to a massive retailer like Allied because of the personnel and pricing problems created when packages do not stack gracefully, or burst open at the point-of-sale. When a product has thus been damaged it can only be sold as a markdown item, and on a mass basis, 87 stores, mark-downs can become very large deficits.

Because of such merchandising flaws as poor packaging, inadequate control from resource salesmen, wasted point-of-purchase display materials; Allied executives realize the need for improved marketing techniques if retailing is to continue to grow apace with America's increasing productivity. This is the challenge of retailing today: getting in tune with the total market concept—and Allied's executives have made clear in this article that part of the responsibility for meeting this challenge rests with the retailers themselves, while part rests with the manufacturers of consumer goods. A close coordination of these efforts is the only way to eliminate the flaws in the chain of distribution.

➤ And as Allied's executives see it, advertising is the trigger which sets off coordinated chain reactions in retailing. Advertising, therefore, can be the prime motivator of sales, or it can be a complete waste of money. Allied is ready, willing and able to make sure that advertising money, both its own and that of their resources, is money well spent for the profit both.

Allied Stores vis-a-vis advertising: a summation

The most outstanding points brought out in Tide's study of the importance of advertising to Allied Stores Corp. top executives: 1) All ASC executives read newspapers, trade papers, magazines and watch other media as a business duty; 2) They actively use advertising information in their business; 3) They often stock goods as a result of seeing advertising; 4) They check up on the merchandising status of products already stocked when reminded of those products by advertising; 5) They view advertising with

an eye to improving their own, and learning about new merchandising techniques; 6) Manufacturers that make a point of preselling their advertising and merchandising plans get the best sales results at Allied through cooperation with Allied buyers; 7) Local tie-ins with national advertising should be better coordinated, especially when co-op ad money is involved; 8) To get marketing from manufacturer to consumer needs long-range planning, continuity of contact and constant surveillance.

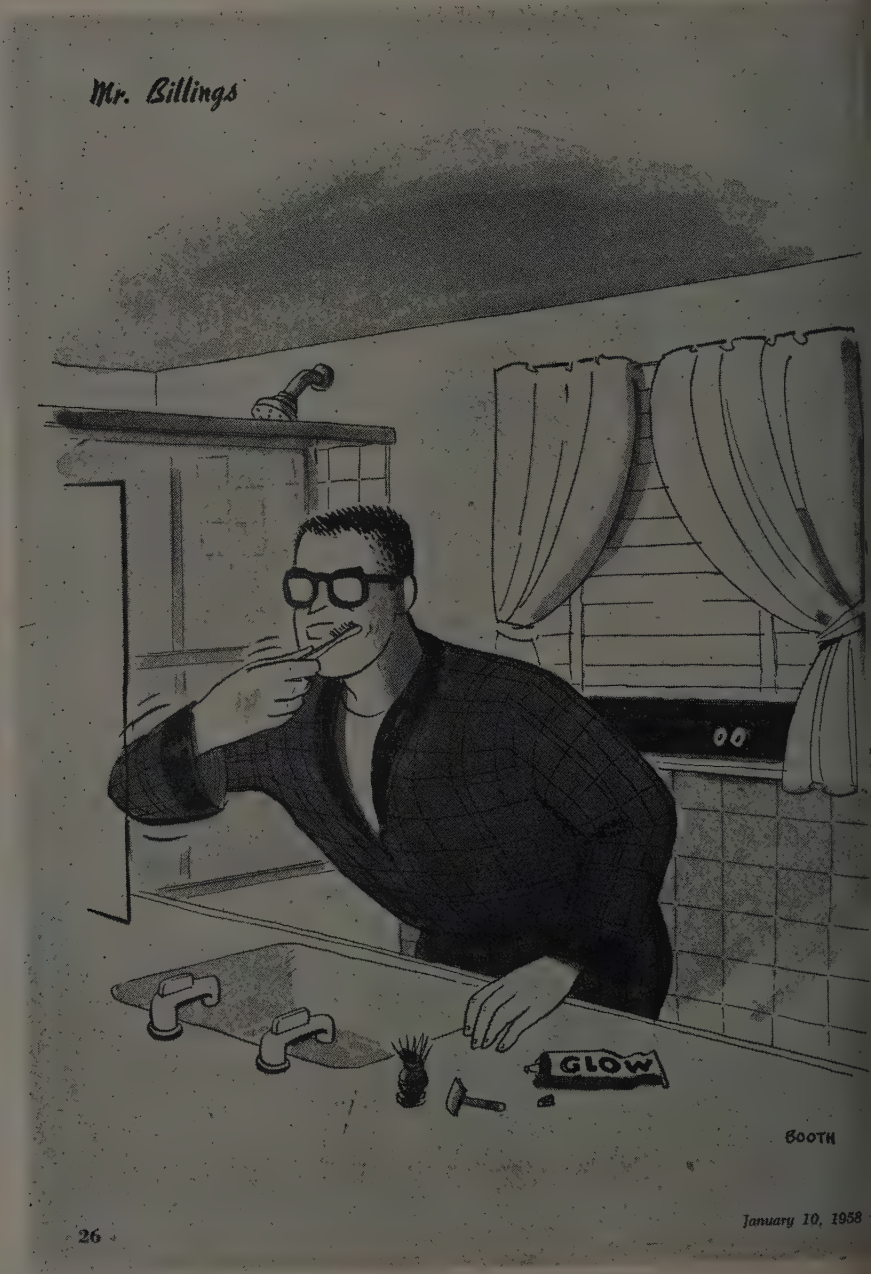


"Miss Nebb, do we carry Smooch?"

Elrick, Lavidge & Co.

To those who predicted that L'Affaire Kolynos
would drive agency men behind locked bathroom doors
and advertisers over transoms in search of damning evidence—
TIDE answers the question . . .

Must agency men use clients' products?



Do advertising executives believe their agency personnel should be un-
derminingly loyal to the client's product?
Do top agency brass think they're ob-
ligated to *require* agency loyalty to
clients' products? Do account executives
feel they have to smoke, drink, drive or
wear the product they're advertising?
These three questions on the subject
of agency loyalty have been hashed
over many times since the Grey Adver-
sizing — Kolynos toothpaste incident.*
Apparently, these three questions are best
answered by three comments from
Tide's Advertising Leadership Panel:
"I'm buying a copywriter's services,
not his soul."

"When loyalty to a client's product
is voluntary, it's natural; when it's in-
voluntary, it's subservience of the most
degrading sort."
"I'd hate a product that somebody
made me use."

It's apparent from a survey of the
100 executives on the Panel that nei-
ther clients nor agencies believe agency
personnel should conform for the sake
of conformity. True, the advertiser does
expect a reasonable degree of loyalty
from his agency people, at least to the
extent that they try his products and
show their advantages. It's clear, too,
that a client is not going to tolerate an
agencyman who flaunts the use of a
competitor's product or publicly criti-
cizes the client's.

However, advertisers emphatically do
not want agency loyalty at the expense
of individuality or free will. Says Mc-
Cosson & Robbins vice-president Don-
ald C. Berry: "I feel very strongly that
agency personnel should be urged to
use our products, but to demand such
obedience or make it an absolute require-
ment is unthinkable."

Significantly, it's the agency execu-
tives and not the client who's pushing
hardest for product loyalty. Only 34%
of the advertisers on the Panel urge the
agency to use their accounts to use their
products. Among the agency executives
it's a different story, with the majority
(76%) encouraging their employees, as
McCosson put it, to "favor the hand that feeds
you." Edward Whitney, advertising di-
rector of Chas. Pfizer & Co., thinks that
because "agency personnel are only
about .0001% of a market," whether

or not they use a client's product "is
academic."

On the other hand, the Norwich
Pharmaceutical Co. actively encourages
product loyalty among its agency's em-
ployees "with plenty of free samples."
Says Norwich vice-president John Al-
den: "I expect my agency to believe in
my company's products, and to honestly
prefer them to others. Otherwise, how
can they be completely honest in pro-
moting them?"

Since agencies know that their clients
want some amount of product loyalty,
it's inevitable that they'll at least make
an attempt to influence their employees'
consumer habits. This is all right, say
Panelists, as long as it isn't carried to
extremes:

- Very few, only 2%, think an agency
should go as far as *requiring* its per-
sonnel to use clients' products. One
Panelist who does, Edward G. Ball,
ad manager of Miller Brewing Co.,
thinks that if "a product is so poor that
you don't want to use it, you can't
write good advertising for it."

- The largest number of respondents,
49%, agree that an agency should by
all means *encourage* its personnel to
use clients' products. "If an employee
has use for an item such as his client
manufactures, he should buy it. It
would be a smart thing from any an-
gle," advises Schenley Corp. advertis-
ing manager George W. Sutton.

- An agency has the right to *expect*
its employees to use the clients' prod-
ucts, but should not take any action to
see that they actually do. That's the
opinion held by 24% of the Panelists,
including Richard Van Nostrand, Bris-
tol-Myers' assistant advertising man-
ager. Says he: "The client's products
should be tried. If found lacking, any
switch is fully justified." And according
to Edward B. Noakes, McCann Erick-
son vice-president, "The account group
should make every effort to use their
clients' products and most certainly
should not flaunt a competitor's prod-
uct in the clients' presence."

- Looking at it from another angle,
31% of the Panelists rule out the ques-
tion of client loyalty entirely. An
agency, they feel, is paying its employees
for their talent alone, not for using a
client's products. "Agency personnel
should be thoroughly familiar with the
clients' products, which means trying
them when practical—period," insists
Neil Charity, assistant to the President,
Coty, Inc. "Clients buy ability from
agencies and not consumers."

➤ Apparently most attempts to influence
agency personnel originate with the
agencies themselves. Tide's survey
finds, perhaps surprisingly, that adver-
tisers do not make much of a point of
having their agencies check up on their
employees' brand of toothpaste:

- Only 2% feel that an advertiser
should *require* its agency to concern it-
self with its employees' loyalty to his
products. Says one Panelist: "If sold
on the client and the product, agency
personnel should wholeheartedly not
only buy it, but do a personal selling
job 100% of their conscious time. If
not sold on the client, they should not
be in the agency handling the account."

- 26% of the Panel say an advertiser
is justified in *encouraging* its agency to
look into its personnel's loyalty. "But,"
cautions William F. Treadwell, public
relations director of the Leo Burnett
Co., "most products are used in per-
sonal habits—and we still have a free
will, I hope."

- It's all right for an advertiser to *ex-
pect* agency personnel loyalty to his
product, as long as he doesn't try to
check on them, say 27% of Tide's
Panelists. In the opinion of one agency-
man, Richard N. Risteen, BBDO associ-
ate marketing director: "Agency per-
sonnel should use client products at all
possible times. However, they should
occasionally 'test' competitive items."
And from an advertiser: "If agency peo-
ple are expected to be intelligent, the
advertiser should only insist that they
thoroughly know his product, not that
they follow a blind loyalty. After all,
to know a competitor's product first
hand is equally important."

- In the opinion of the biggest single
group, 43% of the Panelists, an adver-
tiser pays his agency solely for its abili-
ty, not to buy or use his products.
Stetson Shoe Company's admanager R.
H. Haviland maintains that his firm
hired its agency "to give us their best
in advertising. We don't ask or expect
them to wear our shoes."

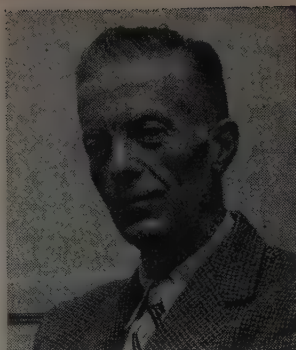
➤ As for the big question of whether
an advertiser is warranted in firing an
agency simply because its personnel
are not using his products, the Panel's
verdict is an emphatic no. (Only 2%
went on record in favor of such drastic
action.) In the words of one advertiser:
"Such damned foolishness, all because
an agencyman publicly admitted that
he used the wrong toothpaste that
morning! What a bunch of little boys
we are!" ■

* President Arthur Fatt, appearing on a TV
interview, admitted that he hadn't used Kolynos
toothpaste (a Grey client) that morning. As an
outgrowth of the TV show, Whitehall Pharmaceutical
Co. manufacturers of Kolynos) withdrew Kolynos
from Grey Advertising.

STRICTLY BUSINESS

®

by Scotty Sawyer



Who's on first?

The most intrepid man in the advertising business at the moment is he who would undertake a media preference study. The excoriations inflicted upon the Harvard Business Review and U.S. News as punishment for their recently published studies should frighten off all but the most foolhardy—and those who, operating quietly in the backwaters of business paper publishing, seldom encounter the sophisticated media buyers who are beginning to recognize faulty research as such when it appears on their desks.

A while ago, when media preference studies were less common, they had the benefit of a certain amount of inherent fascination. And it was convenient to have the evidence needed to support a media recommendation furnished in terms of the testimony of the very people whom the advertiser was trying to reach.

Then the studies became more complex, sometimes more specialized, ultimately more cute, and, as they grew in numbers, more contradictory—with the result that media buyers began to feel like Abbott trying to make sense out of Costello.

Today, in the larger agencies, audience studies are suspect right off the bat. The publisher is guilty until he can prove his innocence. Unfortunately for both parties, neither the buyer nor the rep knows enough about the techniques of research to either attack or defend with any degree of judgment.

In the smaller agencies and among advertisers, the amount of suspicion probably varies in proportion to personal prejudice for or against the publication reporting the study—that is, of course, the one which came out on top.

Clearly, some standards need to be set for the comfort of all concerned. Bad research—that is, ignorantly conducted research or deliberately deceitful research—is certainly worse than no research at all. The question is—who is going to set the standards and how is performance to be policed?

To the best of my knowledge, no

business paper has ever availed itself of the opportunity to have the Advertising Research Foundation bless its (or an advertiser's) media preference study. There are two reasons for this: first, the publishers' expectation that *any* research will be taken at its face value just because the word "research" supposedly has unassailable dignity, and, second, the publishers' own inability to distinguish between good and bad research and their unwillingness to *try* to distinguish, so long as the results come out favorably.

A third possibility—although seldom explored—is the ponderous machinery of the ARF's consultation service. ARF staff and outside consultants are as picky as most researchers are apt to be when it's somebody else's research they're examining; this pickiness costs time and money and probably, occasionally, leads to considerable bickering with the customers who, regrettably, are usually using research to *prove* something rather than to uncover facts.

In view of all this, it would be helpful if ARF could set up standards specifically for media audience research—which standards could be published, in lieu of official and costly ARF approval, in each study report, giving those who care an opportunity to evaluate the findings in the light of the criteria.

Or: the IARI (Industrial Advertising Research Institute) committee on techniques and standards in mailed readership studies might erect such a set of criteria, which business paper publishers could pledge themselves to respect. Each of the major business paper publishing associations—ABP and NBP—might be asked to contribute an equal number of experts to work with the IARI committee in order to forestall later disavowals.

Unfortunately for what I consider a righteous and constructive suggestion, I am afraid the disagreements which might occur in committee would never be resolved. Nevertheless, if the majority opinion were permitted to pre-

vail, any future media preference studies perpetrated by the dissident would carry an invisible but clearly discernible caveat.

Honor among researchers

So many publishers have commended a talk I've been giving around, which condemns business paper media preference studies (we don't call them "readership surveys" any more), that I've begun to wonder *which* publisher are left to have been guilty of a the faulty research.

Up to now, I've never revealed how I came to be so sharp in locating the gimmicks in media preference studies. It's like this. When Publisher A comes out with a study, I apply to the research departments of competitive Publishers B, C and D, asking what's wrong with A's study. They are most pleased to oblige.

But then Publisher B (or C or D) comes along with *his* study, and I ask A what's wrong with *that*. Then B (or C or D), who looked so smart a while before, comes up with egg on his face.

Non-foods in food supers

I was reminded of the many references to "apples & oranges" (meaning air and print media) at the ABC annual meeting when I encountered in the publisher's statement of Quick Frozen Foods the following category in analysis of circulation: "Fruits, vegetables, seafoods, meats, poultry, juice concentrates, specialties, prepared or cooked foods, and plant superintendents."

What readers remember

It has always been my contention that a bad ad can get a high readership rating score if it is *outstandingly* bad. Or, to be kind, let's say sufficiently unique. The "recognition" method of probing readers' memories is harsh. I would think, on conventional forms, and favors anything "different," good or bad.

A case in point is the long-time "animal" series on Cincinnati Grind Wheels. According to Starch Reports Machinery, recognition has been high. Five 1957 ads reported on thus ranked, for "noted": 3rd, 8th, 2nd, 7th, 3rd. But reading—which the advertiser apparently wanted, because he put about 150 words of copy—was unimpressive. Ranks for "read most," for the same ads, were: 38th, 69th, 40th, 79th, 95th.

In other words, the readers "recognized" the ads, but hadn't read them.

Electronics engineers

& executives:

Advertising to Industry 16

In the accompanying article, the 16th in a TIDE series on "What happens when specialized categories of industrial executives read industrial advertising," the field of electronics engineers & executives is explored.

There is scarcely any type of U.S. industry whose operations are not directly affected by the methods, products & techniques of electronics engineers and industry executives. Moreover, since their product applications affect everything from the manufacture of simple foods and chemicals to the development of the most complex interplanetary missiles, their reading habits and interests should be particularly important to advertising executives.

The information in this article is based on a survey of electronics experts in typical major and minor companies, with plants widely dispersed throughout the country.

This study is another chapter in a continuing series of industrial studies introduced by TIDE just a year ago, after six months of preliminary research. Further studies will be published from time to time, providing advertising executives with a basic fact-file of reading practices about virtually every major group of specialized executives within industry.

Among the categories reported on so far in this TIDE series are presidents, board chairmen, chemists, metallurgists, plant managers, production managers, industrial engineers and financial executives. Future studies will include construction managers, architects, research directors, plastics engineers and others.

Reprints of these articles are available from TIDE at a nominal cost.

Harley W. Barclay
Publisher

how
they

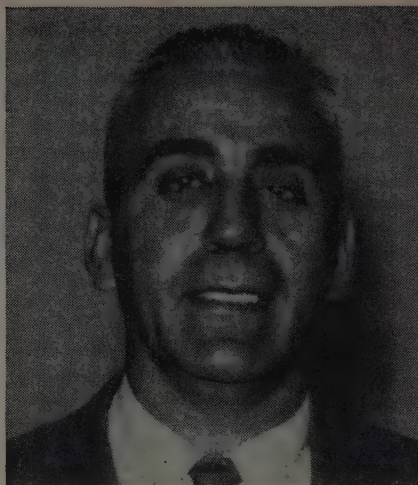
use

industrial
advertising

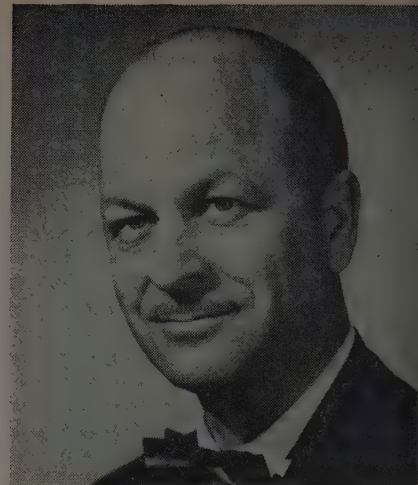




CHARLES W. BATEMAN
Production Control Supervisor
Storage Battery Division
Thomas A. Edison Industries
McGraw-Edison Co.



HARRY DE FURIA
Chief Engineer
Simplex Equipment Co.



R. H. BAKER
Administrator
Value Improvement Program
Defense Electronic Products
Radio Corp. of America

Like most executives in any industry, electronics engineers and executives are not often available to sales representatives. They are, however, voluminous readers of industrial publications. According to a survey by *Tide*, these executives read an average of 9.7 publications regularly, spend an average of 6.5 hours a week doing so. Over 90% spend some time at the office reading, and at least 25% keep a subject file for clippings of ads taken from their reading.

The methods of these executives and engineers in acquiring information should be particularly important to advertising executives, since the interest of engineers in the applications of their products include virtually every function in business. Indeed, applications range from the manufacture of chemicals to operation of office and computing machines, commercial lighting, control devices for operating central power stations or atomic energy generating plants.

The electronics engineers surveyed by *Tide* left no doubt that industrial advertising has made a valuable contribution to the progress of industrial methods in this country. Most agree with H. L. Towle, division products manager, Westinghouse Electric Corp., that reading industrial ads was "one of the best methods of keeping up to date."

Some other comments were:

• J. D. Harmon, manufacturing superintendent, Control Invest Co.: "Advertising has been important . . . to progress in industry because it cuts down lead time for special designs, cuts costs, increases competition, improves quality."

• A. E. Melhose, research engineer, Bell Telephone Labs: "Purchase from advertising tends to diversify product sources and thus stimulate advanced design for ultimate product use. This competition spreads the supply load and keeps design from premature freezing."

• Charles W. Bateman, production control supervisor, Storage Battery Division, Thomas A. Edison Industries, McGraw-Edison Co.: "The very act of freely expressing ideas, methods and procedures through the use of vendors' product and the uninhibited display of such methods in ads . . . has undoubtedly given many an 'idea-seeking' engineer a fresh outlook on a given problem."

No less than 77% of those queried by *Tide* said they could cite actual examples of technical advances made by their companies as a result of executives and engineers reading ads. These advances covered a wide range, including installation of automation devices, improvement of silver-plating techniques, locating sources for new parts and materials, etc.

A striking example was cited by K. G. Strunk, director of engineering,

Breeze Corp., who said: "From reading ads, information was obtained about mechanical motion development unique design which enabled us to reduce the number of parts in an assembly by 20% and to decrease weight 8 pounds in an aircraft product."

Here are some other advances cited by those surveyed:

• Harry De Furia, chief engineer, Simplex Equipment Co.: "From ads, I learned about a new type of seal priming pump which is now used most dry-cleaning equipment manufacturers."

• John W. Crowfoot, Camden Division manager, Radio Condenser Co.: "After reading ads, information was obtained about improved silver-plating solution and about torque measurement."

• Charles E. Ream, design engineer, General Electric Co.: "A new method of automation resulted from use of advertised product."

• A. E. Melhose, research engineer, Bell Telephone Lab.: "A rapid trend to transistorizing electronics gear has been stimulated by a flood of component advertising."

Executives cited 31 different actions taken in their own companies after reading ads (see Table 1). Significant to all those responding to the survey mentioned that their company had improved product design as a result of reading industrial ads.

It should be of interest to advertising

Actions taken by electronics engineers and executives after reading industrial advertising

Improve product design	100%
Aid equipment selection	94%
Aid process improvement	78%
Install automation	66%
Simplify process	61%
Conserve raw materials	51%
Obtain consultants	51%
Obtain technical services	44%
Reduce power costs	39%
Improve safety	33%
Improve style	33%
Install better controls	33%
Locate new materials	33%
Aid research	33%
Reduce production costs	28%
Identify new markets	28%
Eliminate waste	28%
Learn about patents	22%
Use substitute components	22%
Increase output	22%
Expand product uses	22%
Improve control speed	17%
Improve precision	17%
Develop new products	11%
Improve appearance	11%
Simplify product	11%
Assure quality	5.5%

Write specifications	5.5%
Aid employee relations	5.5%
Improve production methods	5.5%
Locate new suppliers	5.5%

How electronics engineers and executives follow up industrial ads

Clip out the ad	88%
Order trial quantity	72%
Request manufacturers' catalog	72%
Get opinions of other users	72%
Request complete technical data	61%
Verify reports of uses	55%
Refer ad to purchasing agents	44%
Refer ad to management	44%
Get demonstration of item	44%
Request test data	44%
Digest data for file	44%
Refer ad to designers	39%
Fill out reader service cards	33%
Discuss in conferences	33%
Ask salesman to call	28%
Request sample	28%
Route ad to associates	22%
Check up on claims	22%
Write for further information	22%
Call up local distributor	22%
Refer to standards department	17%

Visit advertiser's plant	17%
Refer ad to production manager	17%
Check delivery dates	17%
Compare with other data	17%
Get case studies	11%
Contact advertiser's engineers	11%
Refer to standards staff	11%
Ask consultant about it	11%

Ask application data	5.5%
Verify guarantees	5.5%
Check price comparisons	5.5%
File until later	5.5%

Electronics engineers' objectives when reading ads

To keep up-to-date	72%
To get ideas	66%
To find new items	66%
To solve a current problem	55%
To cut costs	55%
To get new materials	50%
To plan new projects	44%
To improve processes	33%
To get alternate sources	33%
To verify opinions	22%
To improve product features	17%
Aid employee conveniences	17%
To prevent operating delays	17%
To locate suppliers	5.5%
To aid employee education	5.5%

that these electronics executives and engineers spend about twice as much time reading ads as they do editorial matter. In fact, they average 62.5% of their time reading ads compared to 3.5% devoted to reading editorial. Of these executives surveyed by Tide, the highest percentage of time spent reading editorial was 80% and the lowest 5%. Likewise, the highest percentage of time spent reading ads was 80%, significantly, the lowest percentage was 15%—three times higher than the lowest percentage for editorial. Moreover, these executives buy advertised products they have read about 15% of the time after reading about the items. The highest frequency of purchase after reading ads was 50% and the lowest reported was 1%.

Electronics engineers and executives are generally content with the quality of industrial advertising. C. E. Holland, purchasing agent for Allied Control Co.,

notes that "most advertisers do a good job of giving application information." It's just in this area, however, that many electronics engineers have complaints. For one, John W. Crowfoot, manager of the Camden division, Radio Condenser Co., thinks that advertisers should "cite specific applications or installations when possible." Adds J. D. Harmon, manufacturing superintendent, Control Instrument Co.: "Industrial advertisers could improve their information services to electronics industry executives and engineers if they would eliminate window dressing and flowery language, and specifically state the performance and limitations of their product."

Some other suggestions for the improvement of industrial ads were:

- R. H. Baker, administrator value improvement program, defense electronics products, RCA: "Use brief messages. Have valid back-up data available.

Give attention to savings possibilities."

- H. L. Towle, Westinghouse: "Be realistic in the claims for the product performance."

- R. Payne, standards & administration, Worthington Corp.: "Make ads worth clipping—i.e., feature new advances and lay out the ad with the hope that it will be clipped & filed."
- Anthony Meola, quality control, Monroe Calculating Machine Co.: "State specifications and performance data in ads to reduce inquiries that have negative results."

- K. G. Strunk, Breeze Corp.: "Put greater emphasis on uses of the product instead of just describing it."

Adds another director of electronics research (who asked not to be quoted): "Furnish price information in the ads, furnish data on expected life of product. Tell why the product is superior and under what conditions this is true."

Charles A. Rheinstrom

After eight years with J. Walter Thompson Co. Charles A. Rheinstrom has decided to return to aviation. On April 1 he will become executive vice-president for sales of American Airlines, supervising also advertising, public relations and customer relations.

Charlie Rheinstrom believes his JWT experience will help American meet the bigger sales problems of the jet transport era.

The fact that JWT has always concerned itself with clients' "total marketing" problems is all right with Charlie Rheinstrom. He has spent most of his working life in selling and management—primarily, until now, in aviation.

Long ago he realized that selling "ideas" could mean more in developing companies—and industries—than merely beating the drum for specific products or services. As sales vice-president of American Airlines, for example, he spent a lot of thought and time and money just to persuade folks to get off the ground. Somehow, American managed to get more than its share of those who did.

In larger roles, Rheinstrom served as chairman for the first 10 years of the Advertising Committee of Air Transport Assn. of America; as first president of the Air Traffic Conference of America; and as first chairman of the Traffic Committee of the International Air Transport Assn.

Although JWT has long had major aviation accounts, Charlie Rheinstrom's presence there since 1950 has been somewhat magnetic. Last year, for instance, when two airlines—Continental and Northeast—had obtained new and longer routes and were ready, with larger appropriations, to move from regional agencies, Rheinstrom helped to land them at JWT.

But Rheinstrom is not in the new business department. And while three of the six accounts he guides today are in aviation—Douglas Aircraft, Northeast Airlines, and Panagra—his main concern has long been Eastman Kodak Co. The others are New York Central Railroad and Blue Cross-Blue Shield. The six add up to \$22,000,000. Eastman, which has been a vigorous Thompson account since 1930, represents the biggest share of "Rheinstrom's group," as well as one of JWT's largest accounts.

Kodak's weight also is suggested by the fact that while Douglas sells

its plants around the world and Panagra's route structure reaches Buenos Aires, Rheinstrom's traveling today is largely to Rochester, with occasional trips to such customers as Douglas at Santa Monica. Winter vacations take him to Jamaica, B. W. I., where he and Mrs. Rheinstrom have a home (they have no children). Even in the sun country, tall (6 feet 2), conscientious, 56-year-old Charlie does not relax very much. "I like to fish," he says, "but I rarely get a chance. Otherwise, I've no real avocations or hobbies."

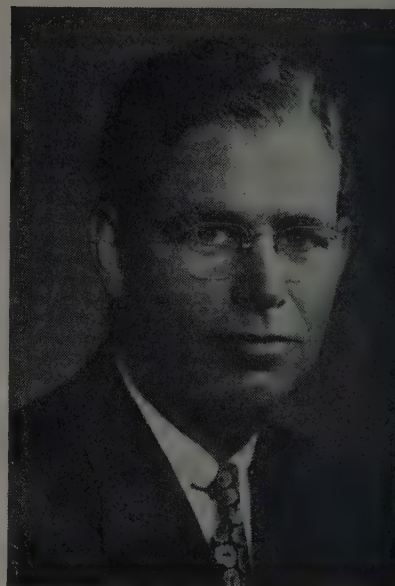
One Thompson aviation account which is *not* Rheinstrom-supervised is Pan Am, which next year will be the first American flag line to offer jets. These will be Boeing 707's—not Douglas DC-8's. Soon afterward, all major domestic lines and many foreign lines will be flying the jets of several manufacturers. The transport companies, in fact, have committed themselves to buy more than \$2 billion of them. Such faster, costlier and bigger equipment, Rheinstrom says, will "vastly increase the airlines' need for selling and advertising."

In a sense, JWT's Rheinstrom inherited a selling career. He was born 56 years ago in Philadelphia, where his sales-executive father was then located. He is of English-German-Swedish extraction: "When I'm in Sweden the Swedes take me for one of their own. My German reception is similarly warm."

Three years after graduation from the University of Minnesota, in 1928, when he was still only 26 years old, Rheinstrom took the imposing title of general traffic manager for Thompson Aeronautical Corp., with headquarters in Kalamazoo. Until then he had never been in an airplane. Thompson itself had been launched just two weeks before. For \$200 a month, Rheinstrom guided a staff of three in promoting the use of air mail and persuading landlubbers to board Thompson's Stinson and Ford planes.

In 1937, after a series of airline mergers which resulted in the creation of American Airlines, Rheinstrom was named vice-president and a director of the company. He became the first transportation man to replace the word "traffic" with "sales."

Oftener than not, Rheinstrom believes, "the company which leads in selling the *idea* of its industry emerges



as its sales leader. Kodak is a good example."

In 1944, Charlie Rheinstrom was file, for American, the first tariff air freight. By then this company well established as the largest domestic line, a position it has continued to hold.

After World War II, when American itself was "broadening," with launching of subsidiary American Overseas Airlines, Rheinstrom decided the time had come to widen his scope of opportunity. In 1946 he went to become a "consultant."

The Air Transport Association's advertising account was handled by Erwin Wasey (now Erwin Wasey, Ruth & Ryan). When, in 1949, Louis Wasey invited him to join the agency he accepted. As senior vice-president he was a general aide to Chairman Wasey and president Howard D. Williams.

Within a year, Rheinstrom moved downstairs in the Graybar building of J. Walter Thompson Co. There he managed to broaden himself further, working several years with other clients before taking on a transportation account. Through most of these eight years he has worked with Eastman.

Thus the traveling salesman has come home. Charlie Rheinstrom is quite sure that JWT is "the greatest agency in the world." Still, the air continued to beckon and were his love.

The future for ARF's magazine study:

What's happening with the ARF's controversial consumer magazine study? It looks like the death notice will be posted after all. The next few weeks will tell, and it doesn't look very good.

Publishers just aren't biting. Though they've contributed their share of the \$400,000 raised so far (ARF's figures on 10% from advertisers, 15% from agencies, the rest from publishers) it seems to stop right there.

Chances are they won't come up with anything near their part of the additional \$400,000 needed to get the study going. Reasons for refusal to participate: fear that competitors will use study data as ammunition. Advertisers might decide magazines are a poor medium.

Advertiser-agency members are all for the study. They've willingly kicked in their share of the first \$400,000. And getting more members to give their part of the second \$400,000 shouldn't be difficult. However, it isn't going to make much difference as long as publishers won't co-operate.

A limited study if the full \$800,000 can't be raised? (For example, fewer questions to cut down interviewing time.) Definitely not. It'll be all or nothing, and if the ARF can't do the study as originally planned, it'll drop it entirely.

Pay-TV fight begins to get really hot:

The free-TV versus pay-TV uproar will soon be deafening. But only one point appears certain: neither side will give up until Congress or the American people (either by direct vote or by informing their representatives of their wishes) finally decide the issue.

Networks and stations think they're engaged in a death struggle. They're using every promotion device to play up the drawbacks, real or imagined, of pay-TV. The House Interstate & Foreign Commerce Committee's request that the Federal Communications Commission halt its planned pay-TV trials gives the first round to network and station interests.

But don't sell pay-TV short. Two of its spokesmen are swinging from the floor with a charge that networks and other broadcasters are concocting the "big lie" about pay-TV and serving it up with appropriate dressing to the American public.

Skiatron Electronics & Television Corp. claims that broadcasters have misused their right to editorialize on pay-TV by employing this "big lie" technique (i.e., one TV show depicted a family spending \$473 for mediocre films and a real fan spending \$5,175 in toll-TV charges).

In defense, one network (CBS-TV) replies that it gave Skiatron director Bob Hall a chance to present his side of the pay-TV issue on a special debate program; that Paul Porter, of International Telemeter Corp. (another principal pay-TV interest), and James M. Landis, also of Skiatron, appeared on two other special CBS-TV programs; that its news coverage has been balanced with

reports on both sides of the pay-TV question; and that stations, advertising in newspapers against the concept of pay-TV, do so on their own volition, even though they may be CBS-TV affiliates.

Zenith Radio Corp. is also in the scrap. Its move: a criticism in the advertising columns of the New York Herald Tribune of the promotional conduct of networks and stations. One of the ad's charges: that Congressmen attending a CBS-TV banquet for its affiliates were "strategically seated" and well briefed in the hope that they "could be indoctrinated against subscription television."

Will these promotional outbursts by the pay-TV forces have any effect? It's hard to tell. Current Washington reaction seems to be against pay-TV. However, if the Senate Interstate Commerce Committee does not approve a measure similar to the House Committee resolution, the FCC might possibly go ahead with its original plans for a limited test of pay-TV now.

A new Life merchandising program:

Can the big media do the same merchandising job for every advertiser? One at least—Life magazine—has learned that across-the-board merchandising services just won't work. There is a major shake-up in the wind on Life's advertiser mailing service.

For the past two and a half years, Life has offered its major advertisers (1/4-page and above) advance notification letters sent to the advertisers' sales force. This system replaced the old, highly inefficient (for both Life and the advertiser) retailer mailings.

Problem has been that distribution patterns among advertisers vary so much as to make the system lack equity. Each ad rated one mailing, comprised of a "personalized" letter written for that ad alone, an advance proof of the ad, and a piece of promotional material. But an advertiser with 3,000 salesmen got the same thing as did one with 15 exclusive distributors only.

The result: increasing advertiser agitation for a more tailored service to accomplish two things for them: 1) help eliminate the inequity; and 2) help particularize each mailing more to each advertiser's individual pre-selling problems with both his own men and his franchised dealers.

The answer: Life in the near future will begin spending its \$500,000 plus merchandising letters budget for bigger stuff for bigger boys.

New medium gains momentum:

There's a new medium taking hold: pocket-size paper-bound books. Most paper-bounds are already carrying big-name ads (Columbia's LP Record Club; Time, Inc.; Mutual of Omaha, Literary Guild of America, etc.).

Three large publishers (Pocket Books, Bantam, New American Library) have formed the Quality Book Group to serve as a central clearing house for advertisers. (Pocket Books started running coupon ads on test basis in 1952, found response excellent.)

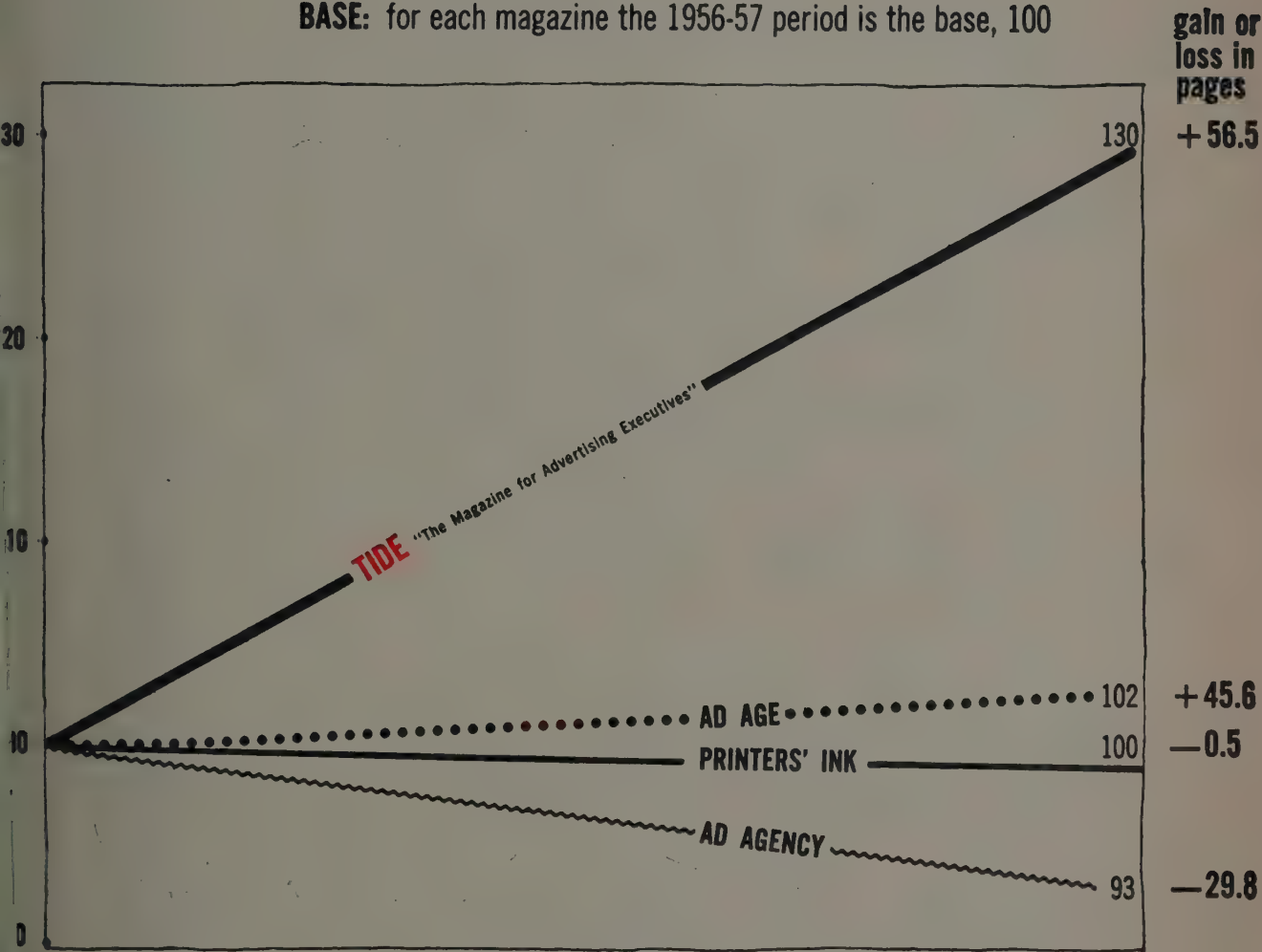
Look for growing interest among advertisers. One reason: paper-bounds have high readership (Quality Book Group claims combined annual circulation of over 100 million, publishes about 40 titles each month). Distribution covers about 100,000 retail outlets, including a large number of drug stores and supermarkets.

WHERE THE ADVERTISING MAGAZINES ARE HEADING

PERIOD: 6 months, August '57 through January '58
compared with similar year-ago period.

SOURCE: LYNDON REPORTS

BASE: for each magazine the 1956-57 period is the base, 100



Because Sales Management serves primarily the field of sales executives and top management, it is not classed as an advertising magazine.
(The index for same period is 104; up 56.4 pages)

NOTE: During the 1957-58 period Printers' Ink and Advertising Agency each had one more issue than in the 1956-57 six-month period

MEDIA OUTLOOK

®

by Carol Bick Tolley



Media business down, but picking up slowly

Media business for the year so far is disappointing. Probably few media will equal last year's first quarter figures. The reason, of course, is the peculiar recession which has caused industry to cut back on virtually everything except prices.

Media orders for the second quarter look pretty good, however, and so optimism, on the whole, still reigns.

One result of the buying slowdown is the strictest economy drives by the media in years. Another result is a cautious reappraisal of research budgets, including editorial research. It's doubtful whether many elaborate projects will be started this half.

A third result—and word is spreading fast among the agencies—is a perceptible new leniency on the part of media's advertising acceptance committees. The Federal Trade Commission is as ubiquitous as ever, though, and is particularly active in the traditional test markets.

Finally, you won't find a media man who believes that business has learned to increase advertising when sales look soft. The percent-of-sales method of determining ad budgets remains as entrenched as the 15% commission.

After years of work on the project, the National Assn. of Broadcasters has had to drop its projected audit of television station audiences. It couldn't collect the \$1,000,000 needed for the venture. Chief reason: spot television is still pretty much a sellers' market, and not even the leading stations see fit to put out money unnecessarily.

★ ★ ★ ★

The advertising news of the year so far is undoubtedly the Advertising Research Foundation's success in collecting close to half the amount sought for its Consumer Magazine Audience Study. At this writing, it has the amazing sum of \$370,000, apparently enough to run the study on a limited scale. Not a media man thought ARF would collect much more than half

that amount. The fact that it has should cause some sober thought. We think ARF is much too late with its audience study. It let half a dozen big magazines spend millions on audience research over the last five years, while it stuck to its primitive policy of one project at a time. When it got around to soliciting for the magazine study, it's no wonder the big magazines balked.

Sametime, though, we think the magazine publishers were much too cavalier in their handling of ARF. They miscalculated the earnestness of advertiser-agency members. They basked in the belief that media can control ARF media research projects through power over the purse. They never seriously cooperated with ARF, which asked continually for suggestions on how to modify the study to pacify publishers.

Whether or not the magazine study finally gets done, there is a lesson in this unhappy situation. It is that advertisers and agencies these days know what they want and are determined to get it—even, apparently, if they do the paying. It would be much more sensible for the media to work with them, than fight them.

★ ★ ★ ★

If you think philanthropy is behind those McCall's ads in Time telling what admen are really like, it isn't. Reason for the ads is this: it's not so easy to keep men, including advertising and agency men, continually aware of women's magazines, which they don't generally read. You have to needle them with strong promotion—as Ladies' Home Journal has done masterfully for years.

McCall's has been continually ingenious on the same score with small space copy. Another example of its efforts to interest admen are its New Yorker ads "To Togetherness." Those ads show two hands raised in toast with the toasting product they hold, such as Coca-Cola, always identified—but not always happening to be a McCall's advertiser.

Good luck to Family Circle and Everywoman's with their merger plan. Everywoman's J. B. Scarborough has the bright idea for a single supermarket magazine with a 6,000,000 circulation. Family Circle's P. K. Leberman liked it. He's an old hand at mergers—remember Park East?

★ ★ ★ ★

New York City is due for a pay system. Selectivision, Inc., says it's wired 15,000 homes in the Forest Hills-Queens area.

★ ★ ★ ★

The Chicago Daily News is offering advertisers a new service: continuous studies (by Sindlinger, Inc.) of what Chicagoans are like—including acting, buying patterns, buying intentions, newspaper reading habits. This is a welcome trend from the newspaper.

★ ★ ★ ★

The start of the House subcommittee investigation of the Federal Communications Commission was a national disgrace. Basic trouble: there was no crusade for a competent FCC. Owners of existing radio-television stations would hardly fight the status quo. And newspapers and magazines avoided the real controversy which the television station shortage.

So the public remained uninformed, the Congress uninterested. Results of this neglect meantime grew more and more appalling—such as the unbelievable mess of an investigation in the House, mismanaged mainly by television station stockholder (until last month) Rep. Oren Harris (Dem., Ariz.).

Now that the press is backing a new investigation, there may be hopes for a competent FCC, after all.

★ ★ ★ ★

Nobody knows how seriously to take the Audit Bureau of Circulations' offer to the National Industrial Advertising Assn. for discussion on ways to provide more qualitative circulation information on ABC reports.

Reason for the skepticism: ABC's business paper members have never rushed to accommodate industrial advertisers—e.g., the long, still really stalemated fight over auditing the free press of paid business papers' circulation.

Interestingly, though, ABC's offer to NIAA came from board chairman Walter Lantz, not business paper members. Further, last fall, ABC invited several agency men to speak their minds on the sort of qualitative data they need today—and the agency men obliged in no uncertain terms. Can a split be shaping up between ABC's media subscribers and its advertiser-agency members?



**"There have been
some changes
and they're all
to the good"**

*Says: Vera Brennan, Broadcast Coordinator,
Sullivan, Stauffer, Colwell & Bayles, Inc.*

"I mean, there have been some changes made in the kind and the amount of information we get from stations. That's what's good," explained Miss Brennan when a field reporter interviewed her in *Standard Rate's* continuing study of advertiser and agency media-buying practices.

"It wasn't so long ago, that when a representative or a time buyer was asked about foreign language and Negro broadcasting, for instance, both of them would be stumped. We really had a rough time getting facts and figures together. Come to think of it, until recently, the 1950 census was all we had to go by!

"Today that's all changed — right from the basic market information you get in *Standard Rate* to the amounts and kinds of information that the repre-

sentatives are prepared to give you. Some representatives specialize in foreign language and Negro markets; they are able to supply buyers with population figures, market statistics, etc., which were not available before.

"In fact, they often anticipate what we might want to know. Take 'out-of-home-listening', for instance; a very important factor in considering some stations ... representatives are now encouraging stations to have special reports made to make this information available. So, that when it is needed it is available in a well-done, authenticated fashion!

"Yes," Miss Brennan continued, "it's a pleasure working with most representatives these days. They ask the right questions until they understand what

(continued on following page)

you are trying to accomplish and then they do their best to help you. And, one of the most important parts of doing that is seeing that you get the right information to back up your recommendations. On that score there has been terrific improvement. You can get practically any information you want on market coverage, audience statistics, ratings, etc.

"Not only that but more of the stations are backing up their representatives by making sure we have the information handy by summarizing it in their ads in *Standard Rate*. Some of the *Standard Rate* copy is still just 'blow' and 'puff' but from most stations you get a lot of useful things like coverage maps, special programming, if any, and such.

"Naturally, there are times when you haven't got time to call a representative or even dig into a file for that matter, and that's when the ads in *Standard Rate* come in particularly handy. I think the idea of running coverage maps is a good idea. When you're checking a station you like to see as much information as possible at one time. However, I think it would be good too, if stations would give us more information on their audience statistics.

"Why kid around about it! *Standard Rate* is part of my job; I couldn't be without it! So the more information that stations put in there to make my job of selecting and recommending easier, the more I appreciate it!"

Service-Ads in SRDS help agencies and advertisers buy space and time

In Milwaukee, MORE consumer units have the money for good living

Here are the 25 largest U. S. counties and the percentage of consumer spending units in each income group over \$4,000 — from Sales Management Survey of Buying Power, 1957.

\$4,000 and OVER	\$4,000 to \$4,999	\$5,000 to \$9,999	\$10,000 and OVER
County	County	County	County
Nassau, N. Y. 71.0%	Wayne, Detroit 64.6%	Nassau, N. Y. 17.6%	Nassau, N. Y. 16.6%
Wayne, Detroit 64.6%	Wayne, Detroit 61.4%	Wayne, Detroit 15.2%	Essex, Newark 10.2%
Cuyahoga, Ohio 62.0%	Erie, Buffalo 39.9%	Cook, Chicago 14.9%	Cook, Chicago 9.7%
Cook, Chicago 61.8%	Cuyahoga, Ohio 38.8%	Cuyahoga, Ohio 14.3%	Cuyahoga, Ohio 9.0%
Essex, Newark 59.7%	King, Seattle 37.2%	Essex, Newark 13.6%	New York City 8.2%
Erie, Buffalo 57.7%	Alameda, Calif. 36.7%	Alameda, Calif. 12.9%	Wayne, Detroit 8.0%
Alameda, Calif. 56.0%	Nassau, N. Y. 36.7%	Allegany, Pa. 12.4%	Dallas, Tex. 7.8%
Hennepin, Minn. 56.3%	Allegany, Pa. 36.7%	King, Seattle 12.4%	Middlesex, Mass. 7.8%
Allegany, Pa. 55.3%	Essex, Newark 35.9%	Los Angeles, Calif. 12.1%	Dist. of Columbia 7.7%
Middlesex, Mass. 55.1%	New York City 35.8%	New York City 12.0%	Alameda, Calif. 7.4%
New York City 54.3%	Middlesex, Mass. 35.8%	San Francisco 11.9%	Hennepin, Minn. 7.3%
Los Angeles, Calif. 54.3%	Los Angeles, Calif. 35.2%	Hennepin, Minn. 11.8%	San Francisco 7.2%
Harris, Houston 53.8%	Harris, Houston 35.1%	Erie, Buffalo 11.7%	Harris, Houston 7.2%
Dallas, Tex. 52.3%	St. Louis, Mo. 34.6%	Harris, Houston 11.3%	Los Angeles, Calif. 7.0%
San Francisco 52.0%	Baltimore, Md. 34.3%	Middlesex, Mass. 11.3%	King, Seattle 6.7%
St. Louis, Mo. 52.0%	Hamilton, Ohio 34.1%	Dallas, Tex. 11.2%	Dade, Miami 6.6%
Baltimore, Md. 51.7%	New York City 34.1%	Dist. of Columbia 11.1%	St. Louis, Mo. 6.5%
Hamilton, Ohio 50.4%	Philadelphia, Pa. 33.8%	Baltimore, Md. 11.0%	Allegany, Pa. 6.4%
Dist. of Columbia 49.6%	Dallas, Tex. 33.2%	St. Louis, Mo. 10.9%	Baltimore, Md. 6.4%
San Diego, Calif. 47.0%	San Francisco 33.2%	Philadelphia, Pa. 10.3%	Hamilton, Ohio 6.3%
Suffolk, Boston 46.7%	San Diego, Calif. 32.7%	Hamilton, Ohio 10.0%	Erie, Buffalo 6.1%
Suffolk, Boston 46.7%	Suffolk, Boston 32.3%	San Diego, Calif. 9.3%	Philadelphia, Pa. 5.7%
Dade, Miami 44.3%	Dist. of Columbia 30.8%	Suffolk, Boston 9.1%	San Diego, Calif. 5.0%
	Dade, Miami 29.2%	Dade, Miami 8.7%	Suffolk, Boston 4.8%

Advertising returns are above par in this better-income market—and advertising costs are below par. Here one newspaper reaches 9 out of 10 families in a metropolitan area of more than a million consumers.

THE MILWAUKEE JOURNAL

National Representatives, O'Hara & O'Hara, Inc.
NEW YORK CHICAGO BOSTON LOS ANGELES SAN FRANCISCO

WISCONSIN MENASHA

MERRILL

Location: Menasha, Wis. Population: 10,000.
Area: 1.5 sq. mi. (incl. 1/2 sq. mi. of water).
Established: 1900. (1900-1909: 1,000; 1910-1919: 1,000; 1920-1929: 1,000; 1930-1939: 1,000; 1940-1949: 1,000; 1950-1959: 1,000; 1960-1969: 1,000; 1970-1979: 1,000; 1980-1989: 1,000; 1990-1999: 1,000; 2000-2009: 1,000; 2010-2019: 1,000; 2020-2029: 1,000; 2030-2039: 1,000; 2040-2049: 1,000; 2050-2059: 1,000; 2060-2069: 1,000; 2070-2079: 1,000; 2080-2089: 1,000; 2090-2099: 1,000; 2100-2109: 1,000; 2110-2119: 1,000; 2120-2129: 1,000; 2130-2139: 1,000; 2140-2149: 1,000; 2150-2159: 1,000; 2160-2169: 1,000; 2170-2179: 1,000; 2180-2189: 1,000; 2190-2199: 1,000; 2200-2209: 1,000; 2210-2219: 1,000; 2220-2229: 1,000; 2230-2239: 1,000; 2240-2249: 1,000; 2250-2259: 1,000; 2260-2269: 1,000; 2270-2279: 1,000; 2280-2289: 1,000; 2290-2299: 1,000; 2300-2309: 1,000; 2310-2319: 1,000; 2320-2329: 1,000; 2330-2339: 1,000; 2340-2349: 1,000; 2350-2359: 1,000; 2360-2369: 1,000; 2370-2379: 1,000; 2380-2389: 1,000; 2390-2399: 1,000; 2400-2409: 1,000; 2410-2419: 1,000; 2420-2429: 1,000; 2430-2439: 1,000; 2440-2449: 1,000; 2450-2459: 1,000; 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Service-Ads in SRDS help agencies and advertisers buy space and time

WLW's Service-Ad in Spot Radio Rates & Data provides a coverage map, audience summary data and pro-rated costs applicable to 26 individual markets within its primary service area.

SRDS Service Salesmen can help you fit your own promotion to the media-buying pattern

For twelve years *Standard Rate's* Service Salesmen have had continuous access to the field reports of interviews with people in agency and advertiser organizations who participate in the media-buying function. Each SRDS representative possesses a considerable storehouse of practical and highly useable information on the things that influence buying decisions and the kinds of information that help form decisions—whether in the preliminary, intermediate or final stages of media selection. The SRDS man who calls on you will be very happy to

sit down with you and review your own sales and sales promotion objectives. He can cull from his own analysis of the SRDS research and from his working relationship with many other media owners, the most pertinent information and ideas that will help you present the special values of your medium in terms that buyers can use to their advantage . . . and most assuredly to yours.

If you'd like specific information applicable to your own promotional approach in advance of the next SRDS Service Salesman's call, write to Albert J. Moss, Executive Vice President, Standard Rate Data Service, Inc., 420 Lexington Avenue, New York 17, N. Y.

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Magazine
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FACES OF THE FORTNIGHT

Englander's ad campaign focuses on high end of line

Last year's Englander Company ad campaign showed pretty girls napping in daisy meadows and other idyllic settings. This year, in abrupt contrast, the Chicago mattress maker's new print series portrays male models frowning their brows and biting their nails.

The current campaign seeks to activate latent worries about consumers' "deadly tensions" and thus make them receptive to Englander's offer to help tranquilize themselves with airfoam rubber and free-floating springs.

Among those responsible for switching Englander's theme from comfort to health is the company's new advertising manager, Burt Goodman, who himself maintains a dizzying pace that has brought him, at 29, to the top of the department he entered less than four years ago as a copywriter.

Goodman sees Englander's campaign as a natural tie-in with today's rash of editorial material on the perils of nervous tension. "Every time you pick up a newspaper or magazine these

days, somebody is warning about the hectic pace of modern living and the need to do something about it. Our campaign is designed as an answer to this much-publicized need."

Another about-face for Englander advertising, Goodman says, is that its new campaign focuses exclusively on

the high end of the line, instead of sharing space with promotional merchandise, as it always has before. According to Goodman, this change was conceived as both a boost for the industry, which it is believed has been hurt by too many price deals, and as an aid to dealer merchandising. He explained: "We feel that we can generate more consumer interest by trading up and thereby helping stem the industry trend to downgrade bedding sales."

National magazines will continue to get the bulk of Englander's ad budget, with shelter books and women's service publications being emphasized. Supplementing them will be local campaigns via television, radio, newspaper and outdoor advertising.



**In just a moment, this man will be reading
Michigan's most popular paper!**

**He knows the MORNING-FRESH Free Press
will shake the sleep out of his eyes and
put him back in touch with the world.**

**And his wife depends on the Free Press
for her important shopping news.**

**The Detroit Free Press is FIRST with more readers
than any other daily newspaper in all Michigan!**



Englander's Goodman:
trading up for interest

REPRESENTATIVES: NATIONAL - STORY, BROOKS & FINLEY; RETAIL - GEORGE MOLLOY, NEW YORK

The Seldes affair

In the last issue of *Tide*, critic Gilbert Seldes wrote a piece called "The Immunity of Advertising," which reaped a remarkable amount of mail from our readers. We published the piece in the sincere belief that advertising needs and can benefit from the comments and criticisms of the objective, professional critic. With one lone exception the letters we received were complimentary (some of them embarrassingly so) and nearly all of them expressed the hope that we would ask Mr. Seldes to do some more criticising for us.

The exception was from the board chairman of one of the larger advertising agencies who in quite unequivocal terms excoriated Mr. Seldes for writing such tripe and for publishing it. In fact, he cancelled his personal subscription to *Tide*.

We're sorry to lose him. We're glad that most of the advertising business doesn't mind constructive criticism. And we're glad we're publishing another article by Mr. Seldes in our next issue.

That Buick business

The Buick account has been landed by McCann-Erickson and we're glad of it. The matter of which agency got the plum was a matter of some indifference to us, though obviously we had some ideas about the kind of agency the automobile business needs these days. What we're glad about is that the matter is finally settled and, we hope, will soon be forgotten.

It seems to us that the important point in this whole whoop-de-doo is not whether McCann was justified in dropping Chrysler in order to take on Buick, but the much more distressing spectacle a division of the world's largest

corporation made of itself while looking for a new agency. It's hard for us to believe that the top people at General Motors approved of the enormous amount of public relations speculation, charge, counter-charge, and cloak and dagger maneuverings with which Buick's search was carried out. It's certainly doubtful that Buick deliberately set out to get the kind of publicity it did, but the fact remains that any thoughtful business man, the whole performance must be pretty amazing—and possibly confirms what he thought about advertising all along.

The recession talk

If you are with one of those companies which are busily cutting expenses in preparation for a severe recession, or with an agency having trouble with client pessimism, we recommend to you a recent talk made by the publisher of *Sales Management*, Phil Salisbury, before the Eastern Textile

Club. It does a better demolition job on the prophets of doom and the exponents of gloom than anything we've seen in some time. (Sample: "Never have I known of a company that was able to economize itself into a profit.") Copies of the talk are available from *Tide*.

The Editors

PARENTS' MAGAZINE OFFERS VALUABLE PRIZES FOR A SLOGAN!

We're looking for a SLOGAN of
approximately 15 words!

TRUE, we've been publishing for 31 years and have written many a slogan ourselves. But we just don't feel we've written the right one yet! So we're calling on YOU to help us find a statement of about 15 words that will enable us quickly to give an understanding of the special advertising values of PARENTS' MAGAZINE.

Here is the information you need to write the slogan.

PARENTS' MAGAZINE is unique among media...is devoted exclusively to the special needs and interests of families with children...gives authoritative, practical help with the most important elements of mothers' lives, their children and their homes.

PARENTS' unmatched allegiance to families with children results in a degree of "Reader Heat"—belief and trust by young mothers and fathers—unparalleled by any other magazine audience. The combination of reader-trust in the magazine's editorial integrity...in its practical helpfulness...and in its Commendation Seal...are among its priceless values to advertisers.

10% of PARENTS' MAGAZINE's circulation is in families with growing children, the biggest buyers of virtually every product and service. As their children come along, young mothers and fathers subscribe to PARENTS'. And they read it in the biggest-buying period of their lives, when their families and homes are expanding. By the time their children are grown and they no longer need PARENTS' MAGAZINE, their major spending has been made!



YOU can put the meaning and feeling of these facts into a slogan of approximately 15 words, perhaps you will win the \$1000 1st prize, or one of the other wonderful prizes shown here!

CONTEST RULES: Contest open to everyone in advertising, publishing and related fields, except for employees of Parents' Institute, Inc., and their families. All entries become the property of Parents' Magazine. Decision of the judges will be final. Contest judges are: George J. Hecht, President and Publisher; Allison Leininger, Executive Vice President; George Hadlock, Advertising Manager; Mrs. Mary Buchanan, Editor; Monroe E. Michels, Promotion Manager. Entries must be received not later than April 1st, 1958. Winners will be announced on May 1st, 1958. Mail your entry to: Slogan Contest Judges, Parents' Magazine, 5 Vanderbilt Avenue, New York 17.

1st Prize
\$1000

2nd Prize
Portable
T-V Set

3rd Prize
Fine 35mm
Camera

4th Prize
Clock Radio

5th through
10th Prizes
Gold
Wristwatches

**GOOD LUCK
GET IN AND WIN!**

Togetherness inspires her buying decisions...



A new member of the family

The whole family is going to lavish this little pet with affection. But Mother will be the one in charge of his diet and health, seeing to it he gets the right food—and *buying* it. Again, *Togetherness* inspires a whole new series of purchases by the woman whose chief interests are the best interests of her family.

The magazine of *Togetherness*, reaching more than 5,200,000 families... **McCall's**